

North Lanarkshire Council Report

Education and Families Committee

approval noting

Ref JO’N/PO’N/KM

Date 21/05/19

Developing the Young Workforce – Revised Delivery Plan

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Executive Summary

This report presents a revised Developing the Young Workforce (DYW) Delivery Plan which sets out how Education and Families will ensure effective implementation of the National Improvement Framework priority, “improvement in employability skills and sustained positive post-school leaver destinations for **all** young people.”

The Delivery Plan will develop North Lanarkshire’s young workforce from 2019-2021 (when the national DYW programme concludes). The plan is mapped against universal, additional and intensive services in line with the strategic planning framework of Education and Families.

As employability is a key element of the Plan for North Lanarkshire, the Developing the Young Workforce Delivery Plan centres around curriculum delivery for young people from early years to the senior phase and therefore supports workforce development, inclusive economic growth and excellence and equity in education. The Delivery Plan is a key strand of activity within North Lanarkshire’s Employability Review.

Recommendations

It is recommended that Education and Families Committee:

- (1) approve the revised delivery plan.
- (2) note further reports will be brought to committee highlighting the programmes and options the Service will offer in future years. This will include the outcome of ongoing reviews in areas such as employability.

Supporting Documents

Plan for North Lanarkshire Support all children and young people to realise their full potential
Improve the ability, participation and empowerment of our communities

Career Education Standard

<https://education.gov.scot/documents/dyw2-career-education-standard-0915.pdf>

Work Placement Standard

https://education.gov.scot/documents/dyw_workplacementstandard0915.pdf

School/Employer Partnership Guidance

<https://www.gov.scot/binaries/content/documents/govscot/publications/advice-and-guidance/2015/09/developing-young-workforce-guidance-school-employer-partnerships-guidance-schools/documents/00485674-pdf/00485674-pdf/govscot%3Adocument>

Appendix 1 North Lanarkshire Education and Families Revised DYW Delivery Plan 2019-2021

1. Background

- 1.1 North Lanarkshire Council has a track record in delivering a curriculum which provides children and young people with skills, qualifications and experiences to enable them to succeed in learning, life and work. This is reflected in increasing numbers of young people entering and sustaining positive post-school destinations, contributing to society and economic growth. The School Initial Leaver Destination Report (ILDR) for 2017/18 showed 93.5% of North Lanarkshire young people entered a positive post-school destinations. This represents a 1.7% increase on the previous year: more than seventy fewer young people left school and became unemployed or were of unknown status.
- 1.2 67.9% of senior phase school leavers continued their education within Higher or Further Education establishments, this is higher than the national average (67.6%) and reflects the ongoing work undertaken on widening access to such pathways. Enabling such participation is a key means to close the poverty related attainment gap and enable inclusive growth.
- 1.3 The percentage of senior phase school leavers entering employment has increased to 22.7% compared to 20.8% in 2016/17. This figure mirrors the national average and shows our success in managing pathways to employment.
- 1.4 For young people living in SIMDs 1-3 the percentage entering a positive destination has risen 1.3% on the previous year to reach 90.3%. For those in SIMDs 7-10 the percentage has risen 2.2% from 95.9% to 98.1% and for those in SIMDs 4-6 the percentage has risen 1.5% to reach 95% in 2017/18.
- 1.5 In 2015, a North Lanarkshire Council DYW Skills for Learning, Life and Work Strategy 2015-2020 was produced. This has been revised and refreshed as part of the Council's current Employability Review, through which the work of schools in planning curricular arrangements will align more closely to 'The Plan for North Lanarkshire' and agreed priorities of Education and Families.
- 1.6 To ensure we maximise employment opportunities for our young people, it is essential the Council works with a wide range of stakeholders and businesses. More effective pathways, which ensure curriculum alignment to employment opportunities will ensure school leavers have the correct mix of skills to benefit from current future job opportunities.
- 1.7 There are forecast skills and training gaps across key sectors in North Lanarkshire, particularly in critical areas such as construction and health and social care, where jobs growth is anticipated. Planning will ensure the skillset of North Lanarkshire's young people is aligned to future business skills requirements and job demand.

- 1.8 New and innovative models of delivery, improved labour market intelligence aligned to the curriculum, development of more successful apprenticeships linked to job opportunities, and closer engagement with North Lanarkshire's businesses and key sectors, are being brought forward through the employability review.
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2. DYW – Policy Context and Key Drivers

- 2.1 The overarching aim of Curriculum for Excellence is to transform the Scottish curriculum to improve outcomes for all children and young people. To achieve this ambitious aim a Building the Curriculum document series provides advice, guidance and policy for different aspects of the curriculum.
- 2.2 Building the Curriculum 3 (2008) A Framework for Learning and Teaching stated every child and young person should experience these key entitlements:
- a curriculum which is coherent from 3-18
 - a Broad General Education (BGE)
 - a senior phase where he or she can continue to develop the four capacities and obtain qualifications
 - opportunity to develop skills for learning, life and work, with a continuous focus on literacy, numeracy and health and wellbeing
 - personal support to enable them to gain as much as possible from the opportunities which CfE can provide
 - support in moving into a positive and sustained destination.
- 2.3 In 2014, building on foundations laid by Curriculum for Excellence, Developing the Young workforce, a seven-year programme (2014-2021) was introduced to better prepare children and young people for the world of work. It was introduced to address a number of challenges Scotland was facing at the time.
- 2.4 With an overarching aim of reducing youth unemployment by 40% by 2021, 'Education Working for All! Developing Scotland's Young Workforce' set out 39 ambitious recommendations directed towards schools, local authorities, colleges and employers across six main areas of focus:
- better preparing school leavers for the world of work
 - college education focused on employment and progression in learning
 - Modern Apprenticeships focus on higher level skills and industry needs
 - more employers engaging with education.
- 2.5 In 2015, to support the ambitions of DYW, Education Scotland and Scottish Government published 3 guidance documents: The Career Education Standard 3-18, School/Employer Partnership Guidance and The Work Placement Standard. These documents are used by Education Scotland during school inspections to measure impact of DYW and 16+ learning choices.
- 2.6 The Career Education Standard recognises the journeys that children and young people make as they progress from age 3-18 and the potential role of key influencers in these journeys. It recognises that all young people will not progress in the same way and that they will face different challenges and require different interventions and support. The CES sets out 10 entitlements for all children and young people.
- 2.7 The School/Employer Partnership Guidance supports the aim of meaningful and productive school/employer partnerships operating in all secondary schools

by 2018/19 and also applies to early years and primary schools. These meaningful partnerships should build on good practice and existing links with employers and enhance the curriculum.

- 2.8 The Work Placement Standard sets out an entitlement for all young people in the senior phase of learning to a meaningful work placement/placements and work-related learning experiences.
- 2.9 The 15-24 Learner Journey Review, published in May 2018, was set up to consider the journey from the senior years of school leading to employment, including further and higher education, vocational training and apprenticeships.

2.10 DYW – Universal, Additional and Intensive Provision

- 2.10.1 An Employability Review is underway reviewing how we better align our curriculum, skills and employability offerings to the opportunities and growth within the North Lanarkshire economy. The DYW Delivery Plan 2019-2021 has been developed in line with both this review and our We Aspire one council, whole system approach. Essential to successful delivery is a shared vision for inclusive growth and prosperity for all children and young people. It has at its core a focus upon advancing equalities in all aspects of delivery.
- 2.10.2 Developing the Young Workforce is one of Education and Families five strategic priorities. The Delivery Plan has been organised around three distinct offers: the **Universal Entitlement** for all young people focusing on the entitlements set out in the Career Education Standard, Work Placement Standard and School/Employer Partnership Guidance.
- 2.10.3. **The Additional Offer** is targeted at young people requiring greater support to achieve all they can to succeed in life beyond school and the world of work. It ensures young people experience a wide range of work-related learning experiences, opportunities and qualifications to best meet their needs and prepare them to succeed in life beyond school.
- 2.10.4 **The Intensive Offer** is for young people with complex and multiple barriers to learning. This includes those most at risk of disengaging from education and leaving school and entering a negative post-school destination, who are at highest risk of entering long-term unemployment, with the many accompanying challenges. Our offer gives these young people access to a rich and relevant curriculum, tailored to their needs and requirements.
- 2.10.5 Science Technology Engineering and Maths (STEM) is a DYW priority. A STEM NIF practitioner group is developing a **universal** offer for all. It will provide curriculum resources with a strong focus on early years through to the end of BGE. The development of level 6 qualification for new early years practitioners will support the development of STEM at the earliest stage. This is to be further supported by extensive CLPL for teachers provided through partnership with 'STEM Lanarkshire'. In the senior phase additional opportunities for students to develop new skills to support primaries via the Young STEM Ambassador programme. An **additional** offer via outreach STEM programmes is also being developed. A practitioner group is looking to develop an **intensive** offer through a programme of positive action to promote STEM activity to disadvantaged groups (gender, minority and SIMD groups) to enable more young people to progress. Engagement with parents will form part of this.

2.10.6 The Plan focuses on Getting it Right for Every Child and ensuring that no one is left behind, and at the same time is driven by labour market intelligence and economic growth within North Lanarkshire. Part of this work will be the development of a STEM Strategy for North Lanarkshire schools, as part of the pan Lanarkshire approach.

2.10.7 DYW activity for children and young people in North Lanarkshire requires strong and effective partnership working. The recently established DYW NIF Strategy Group will help shape and support the implementation of this work. North Lanarkshire Council is aligning resource to support the aims of DYW and working with partners strengthens our position considerably. The DYW Lanarkshire / East Dunbartonshire Regional Group, Skills Development Scotland, New College Lanarkshire and other FE/HE establishments, employers and the third sector are key partners in supporting this area of work.

2.11 DYW – Measuring Impact

2.11.1 How Good Is Our School 4? (HGIOS?4) is the national self-evaluation document. Its quality indicators provide core self-evaluation tools for schools. Quality Indicator 3.3 'Increasing Creativity and Employability' focuses on measuring impact around creativity skills, digital innovation, digital literacy and increasing employability. Developing the Young Workforce/16+ learning choices is a key part of all HMle school inspections. Schools are assessed on the delivery and impact of Career Education entitlements, school/employer partnerships and leaver destination data. HGIOS?4 cites as best practice, young people who are ambitious and better prepared for the world of work through progressive learning that connects them more directly to employment.

2.11.2 All Education and Families Validated Self Evaluation (VSE) visits include DYW as an evaluation theme. Therefore, there is a crucial test in each such process of curricular planning to meet the requirement placed on schools within national and local planning to ensure an effective programme of future focused learning is in place and that teachers are engaged with young people in on-going dialogue with young people regarding skills for the future.

2.11.3 DYW features as a priority in all School Improvement Plans (SIPs) and School Improvement Reports (SIRs). There is therefore an important mechanism in place to enable the effective planning by schools to improve their curriculum in this area, as per national and local requirements.

2.11.4 Within the Education and Families work programme we plan to ensure that we can describe improvements in the following areas:

- the percentage of young people achieving work related learning qualifications by the time they leave schools
- the numbers completing Foundation Apprenticeships and work experience programmes
- the percentage of young people with positive school leavers destination

3.1 Fairer Scotland

This work is aligned to recommendations 2-6 set out in the Council's Fairness Commission Report.

3.2 Equality Impact Assessment

Central to this work is advancing equalities for those children and young people facing complex and multiple barriers to learning and employment.

4. Implications

4.1 Financial Impact

The service is working with colleagues in Corporate Finance to establish the future revenue and capital costs linked to the current provision and potential expansion of these programmes, and funding options. This information will be presented in a future committee report.

4.2 HR/Policy/Legislative Impact

There are no HR issues at this point.

4.3 Environmental Impact

No negative environmental impact is anticipated

4.4 Risk Impact

Without the actions described in the DYW Delivery Plan there is a risk that:

- young people do not have the relevant information, advice and guidance to make informed choices around future career pathways;
- young people leave school without the skills, qualifications and experiences to all them to access a relevant career pathway and contribute to local and national economic growth;
- predicted skills shortages in key employment sectors eg construction, early education and childcare, health and social care and IT will not be resolved;
- the percentage of young people entering a negative post-school destination and potentially long-term unemployment may rise in North Lanarkshire.

5. Measures of success

5.1 An increase in the percentage of young people leaving school and entering a positive post-school destination.

5.2 An increase in the percentage of young people sustaining a positive post-school destination.

5.3 Children and young people accessing a curriculum which provides them with the skills, qualities, qualifications and experiences to enable them to flourish and enjoy social prosperity and the many benefits of employment, at the same time contributing to local and national economic growth.

Janie O'Neill

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North Lanarkshire Council Developing the Young Workforce Delivery Plan 2019-2021

Introduction/Foreword

North Lanarkshire Council views Developing the Young Workforce as a whole-council priority which requires a shared ambition, a single, intentional approach and collective efforts if we are to achieve the target set out as a National Improvement Framework priority:

“improvement in employability skills and sustained positive post-school leaver destinations for all young people.”

The council and its partners are committed to delivering a first class education and skills based curriculum which supports every child and young person to maximise their talent and realise their full potential, contribute to wider society and the local and national economy where young people have exposure and the opportunity to choose learning pathways and opportunities that will support them to choose the most relevant post school pathways to enable them to achieve their goals.

This delivery plan sets out how we will work together to achieve this during the period 2019-2021 and beyond.

PAGE 2:

North Lanarkshire’s Developing the Young Workforce Delivery Plan is organised within three distinct sections:

- **THE UNIVERSAL GUARANTEE** for all children and young people focusing principally on the entitlements set out in the Career Education Standard, Work Placement Standard and School/Employer Partnership Guidance.

“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.”

Education Working for All! Developing Scotland’s Young Workforce 2014

“Curriculum for Excellence is designed to transform education in Scotland leading to better outcomes for all children and young people... providing them with the knowledge, skills and attributes they need to thrive and fulfil their social and intellectual potential and benefit the wider economy.”

- **THE ADDITIONAL OFFER** allowing targeted groups of young people to experience a wide range of opportunities and work-related learning experiences and qualifications to best meet their needs and prepare them to succeed in life beyond school.

“We want a school curriculum that works for all young people. We want to see a better aligned system which provides genuine choice and enables smooth progression for learners.”

15-24 Learner Journey Review

- **THE INTENSIVE OFFER** ensuring **all** young people have access to a rich curriculum where there is excellence and equity leading to positive outcomes for every child and young person, leaving no-one behind.

“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 labour market relevant pathways...”

Education Working for All! Developing Scotland’s Young Workforce 2014

To assist in the successful delivery of the plan, in addition to the strong and effective partnership planning and delivery across council services and with key partners, every school will have:

- a designated DYW lead practitioner
- a School Improvement Plan DYW focus
- links with other council services with an employability focus;
- access to ongoing career long professional learning opportunities; access to practitioners, including teachers with appropriate STEM capability; support and challenge around the DYW agenda.

PAGES 3-5

The overarching aim of this work is to transform the curriculum to improve outcomes for all children and young people and to equip them with the skills, knowledge, qualifications and experiences to allow them to flourish and thrive and achieve their full potential in life beyond school.

Our universal guarantee, and additional and intensive offers will help to make sure this happens.

THE UNIVERSAL GUARANTEE

ALL children and young people from Early Level through to the Senior Phase of Learning are entitled to:

- experience a curriculum through which they learn about the world of work, job possibilities, and the strengths and skills needed to take advantage of these opportunities;
- access to a curriculum which is aligned to the needs of our key growth sectors and meets the skills required by employers;
- develop skills for learning, life and work as an integral part of their education and be able to articulate how their achievements relate to these;

- opportunities to engage in profiling that supports learning and development of skills for work and future career choices;
- a learning environment that recognises and promotes diversity and supports them to understand their responsibility to challenge discrimination;
- develop an understanding of the responsibilities and duties placed on employers and of
- develop an understanding of enterprise, entrepreneurship and self-employment as a career opportunity;
- know where to find information and access online resources such as My World of Work;
- develop Career Management Skills as an integral part of their curriculum;
- further develop Career Management Skills through groupwork and individual sessions with SDS careers advisers;
- have access to a broad range of pathways throughout the senior phase of learning including learning leading to work related qualifications;
- benefit from meaningful school/employer partnerships which will enhance the curriculum offer by improving learning and teaching and bringing real-life contexts into the classroom. This could include learning on STEM, labour market intelligence, more creative careers information, advice and guidance sessions, providing references and recommendations of employment, offering internships and holiday employment;
- meaningful, flexible work placement(s) and work-related learning experiences in the senior phase of learning.
- curriculum opportunities and experiences which will encourage and develop an interest in, and enthusiasm for STEM that is reinforced throughout their lives.

THE ADDITIONAL OFFER

To ensure the curriculum meets the needs of every child and young person with equity of opportunity, a range of programmes and interventions will be offered alongside, and in addition to the entitlements set out in the universal guarantee. These include:

- **Vocational Education and Work-Based Learning**

Young people will have access to a wide range of vocational learning opportunities, experiences and qualifications linked to growth employment sectors and sectors with predicted skills shortages including Early Education and Childcare, Health and Social Care, Construction, Hospitality. These will be delivered through consortium arrangements on school campuses by Further Education Establishments (primarily New College Lanarkshire), Training Providers and school staff themselves. Going forward North Lanarkshire's Digital Classroom will be utilised to deliver vocational learning opportunities and other consortium classes.

- **The Apprenticeship Family**

Young people will have access to opportunities available at every level within 'The Apprenticeship Family.' This includes a proposal to offer Pre-Apprenticeships in key sectors – hospitality, automotive engineering, construction crafts and early education and childcare young people in S3/4, as well as

the delivery of Foundation Apprenticeships in S5/6 covering all 12 frameworks available in Scotland, and Modern Apprenticeships and Graduate Apprenticeships as post-school programmes combining work and study.

- **Widening Access and Participation to Higher Education**

As part of our ongoing commitment to closing the poverty-related attainment gap, developing our young workforce and widening access and participation we will work in partnership with REACH, Focus West, Children's University, Strathclyde University Engineering Academy and The Brilliant Club to support targeted young people with barriers to learning to have the aspiration and confidence to apply to, access and complete a Higher Education qualification as part of their career pathway.

- **Wider Achievement**

In addition to working on national qualifications and awards, children and young people will have access to a wide range of nationally and internationally recognised qualifications and awards linked to the world of work and endorsed by the Confederation of British Industry. These will include Prince's Trust Achieve, Duke of Edinburgh, Introduction to Workplace Skills, Certificate of Work Readiness, Sports Leadership, Employability, Hi5, Dynamic Youth Awards, Youth Achievement Awards.

Wider Achievement will be tracked and monitored alongside national qualifications and we will increase the range of wider achievement opportunities available to young people as part of the curriculum.

- **Employability Mentoring**

Targeted young people will be matched with a mentor from within the council or a local employer who has been recruited and trained by council staff to act as an employability mentor building a one-to-one supportive relationship that encourages personal growth, nurtures talent and helps build networks that will help lead to a relevant positive and sustained post-school destination.

- **Health and Social Care Academy – Schools**

The Health and Social Care Academy (Schools) assists young people to access employment in growth sectors through the provision of a curriculum which delivers a range of courses related to health and social care to young people in the senior phase of learning in the South locality. The curriculum offer will be expanded both in its reach, and to include meaningful School/Employer Partnerships that will help young people access a health and social care career pathway.

- **Science Technology Engineering and Maths**

More young people will access high quality STEM opportunities and experiences as part of their 15-24 learner journey including via The Apprenticeship Family.

As part of DigitalNL, digital literacy and its application to the world of work will be a DYW focus area across all educational establishments.

Gender imbalance and other inequalities within STEM will be addressed through the implementation of a Programme of Positive Action.

- **Get Ready for Work Sessions**

Delivered by the council's HR and Talent and Organisational Development Teams, 600 targeted S3-6 young people will participate in preparation for the world of work and mock interview sessions.

- **Creativity, Enterprise and Employability**

Our successful Dragons' Lair initiative is open to S3 young people from all Secondary Schools. This allows young people, supported by Lanarkshire Business Gateway to work in groups to identify a product/service they want to promote and sell, create a business plan, and pitch their idea to a team of dragons – local entrepreneurs. Increasingly, with support from partners, young people have taken this process to the next level and actually developed their products to sell/use locally. This project will be expanded to allow Primary Schools to become involved. This initiative allows children and young people to develop and showcase employability skills in a real-life context and importantly exposes them to the idea that setting up a business and becoming self-employed is a viable and credible career pathway.

THE INTENSIVE OFFER

The reasons why children and young people may require additional support and interventions to enjoy a meaningful and relevant curriculum which best meets their needs, develops their skills and prepares them for life beyond school are many and varied. To support these young people at greatest risk of disengaging from education and entering a negative post-school destination, earlier and more intensive support and interventions are required. These include:

- **Development of Skills Academy Approach**

Recognising the importance of earlier intervention, young people are recruited in S2 for a programme they engage in during S3/4. The Skills Academy currently delivers a full-time curriculum over a period of two years to up to 48 young people who have disengaged, or, are at risk of disengaging from education. The curriculum offer includes national qualifications, wider achievement awards and work-related learning experiences and mentoring, delivered in on-site purpose-built vocational spaces, in a safe and nurturing environment with smaller class sizes. With a strong focus on closing the poverty related attainment gap and developing the young workforce, young people who attend and complete the two year programme have the guaranteed offer of a positive post-school destination with follow-up support. This work is being expanded to allow more young people to benefit from its unique approach.

- **Winter Leavers' Pathways Programme (Pilot)**

All statutory winter leaving young people during their final term at school will have the opportunity to access a full-time curriculum delivered outwith the school campus focusing on key employability skills, vocational learning linked to growth employment sectors eg early education and childcare, construction and health and social care, digital literacy, mentoring and work-related learning experiences. This programme is whole-council intervention and includes delivery from key partners – Skills Development Scotland, DYW LED, New College Lanarkshire and Routes to Work. For young people who attend and engage in the curriculum offered, there is the guaranteed offer of a relevant post-school destination which will lead to employment. Post-school follow up support will be provided by our Supported Employment Team, SDS and Routes to Work.

Following evaluation of this innovative pilot, it is envisaged that this work will be extended to support other vulnerable groups including care experienced young people, and will be rolled back to allow earlier engagement with young people.

- **Supported Employment**

The council's Supported Enterprise Team will work in partnership with young people from additional support needs establishments and mainstream schools to engage young people in employability programmes, supported work placements and supported post-school employment. This work will expand to include more young people and will link directly with other employability services.

- **Routes to Work in Schools**

Routes to Work, one of the council's ALEOs will engage with targeted groups of young people through Digital Creativity and Employability project, winter leavers' pathways programme and by working directly with targeted groups six months prior to their school leaving date.

Getting Involved....

To work in partnership with the council to Develop our Young Workforce please provide details below.

Company Name:

Nature of Business:

Key Contact Person:

Email/Phone Number:

Please indicate which of the programmes of work you would like to become involved in:

For more information, please contact Pauline O'Neill, Continuous Improvement Officer, Education and Families at oneillpauline.northlan.gov.uk