

ANGUS COUNCIL

**YOUTH EMPLOYMENT FRAMEWORK
POLICY STATEMENT AND GUIDANCE
2015 - 2020**

September 2015

Policy Statement Youth Employment Framework

Purpose

The purpose of this policy is to inform, direct and align the internal approach of Angus Council with regard to its responsibility as a large employer in supporting young people into employment.

Rationale

The Scottish Government have pledged their commitment to help unemployed 16-29 year olds into work (the age criteria was extended in August 2014). In line with this, continuous effort must be made to reduce the problem of youth unemployment across Angus. This builds on measures which provide education and training to prepare young people for employment.

Angus Council is the largest employer in the county employing approximately 5,150¹ employees. Like many employers, it is faced with an ageing workforce with only 6%¹ of its employees under the age of 24. This highlights the need to address how the organisation can attract, develop and retain young workers, including people who might not have considered a career in Local Government.

[Education Working for All Commission for Developing Scotland's Young Workforce Final Report \(June 2014\)](#) highlights the vital role of business and industry to both enhance the quality of education experiences and provide better knowledge of careers and the workplace, as well as offering more young people employment straight out of education. It also covers equality in education and in the employment of young people.

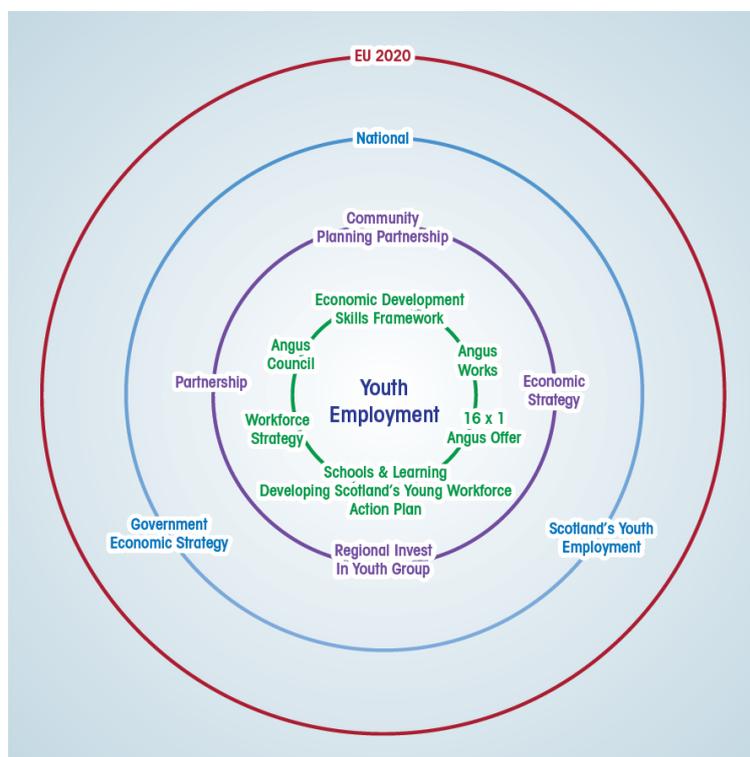
The development of meaningful and sustainable education and employer partnerships have for a long time been a priority of Angus Council. The Council has acted as a conduit between schools within the authority, local employers and other partners. Historically, however, Angus Council has a poor engagement rate as an employer itself. Despite pockets of good practice, our record is not strong, nor improving and a corporate policy is required to ensure a coordinated approach is adopted across all service areas. The Council must take steps to engage and employ our young people. The benefits in recognising talent and engaging more young people will ensure we have a sustainable workforce for the future. Our example also places us in a strong position when influencing partners to recruit young people.

Angus Council's undertaking as outlined in this policy will therefore address key priorities contained within [Education Working for All Commission for Developing Scotland's Young Workforce Final Report \(June 2014\)](#) and complement the Scottish Government's response [Developing the Young Workforce Scotland's Youth Employment Strategy \(Dec 2014\)](#).

¹Angus Council Workforce Strategy 2015-18 2

In order to tackle the issue of equality within youth unemployment consideration has been given to the Scottish Government's national initiative, Opportunities for All, which aims to improve young people's participation in learning or training, and ultimately employment between the ages of 16 to 20 (and beyond). This brings together a range of existing entitlements and commitments to support youth employment through the senior phase of Curriculum for Excellence, including the development of skills for learning life and work, robust transitions through 16+ Learning Choices and targeted support offering "More Choices, More Chances (MCMC)" to all our young people.

This policy also embraces Part 9 of The Children and Young People (Scotland) Act 2014 outlining the duties of local authorities as corporate parents in order to meet the needs of looked after children and young people.



The Youth Employment Framework, as set out in the preceding pages, also aligns with Angus Council's Workforce Strategy (2015); Schools and Learning DSYW Action Plan (July 2015); 16+ Learning Choices – the Angus Offer; and Economic Development Skills Framework and Action Plan (Sept 2015) – see diagram below:

Principles

The following principles underpin the policy.

Angus Council will:

- Increase and improve youth employment in Angus.

- Deliver its obligations as a large employer and recognise the importance of supporting, valuing and investing in young people to maximise the skills and talent of our future staff and workforce.
- Place the recruitment of young people at the heart of our approach to workforce planning.
- Ensure the importance of workforce modelling in order to lead by example.
- Promote equality and the provision of opportunities for all.
- Ensure that opportunities are wide and varied to support the widest range of needs.
- Recognise its responsibilities as a corporate parent to enhance the life chances of our most disadvantaged children and young people.
- Develop partnerships to create further opportunities, to include the use of Community Benefit Clauses where appropriate.

Policy Statement

We will become a champion of young people by maximising youth employment within Angus Council, matching our employment needs with the aspirations of young people.

Key Aims

Through the creation of Angus Council's Youth Employment Framework we will support and challenge all council services to:

- Improve employment awareness and readiness for work in young people.
- Promote a wide variety of career opportunities and access routes available within Local Government.
- Increase the total number of young people employed across Angus Council.
- Enable business development and growth by giving council services the confidence to invest in young people.

The approach taken across all services within Angus Council will be:

- Young person centred
- Future focused
- About business enablement and growth.

Who should implement this policy?

This is first and foremost an internal approach, fulfilling Angus Council's role as a large employer.

It shall be driven by a strategic cross-council group chaired by the Strategic Director of People and consisting of identified key personnel drawn from across the council, to include:

- People Directorate – Schools & Learning
- Chief Executive's Unit – Economic Development
- Resources Directorate – HR, IT & Organisational Development
– Corporate Improvement & Finance
- Communities Directorate – Community Planning
- Angus Alive

A lead coordinator/main point of contact should be identified within each council service to aid communication and implementation, and promote a cohesive approach across the organisation.

The long-term vision is for a progressive move to wider engagement, i.e. by involving community planning partners, local employers and beyond; ensuring efforts and resources are suitably aligned through a collaborative approach to realise the key outcomes of full youth employment and greater economic growth in the county of Angus.

Funding/Investment

The Scottish Government has released funding to local authorities on a proportionate basis to support the implementation of the Developing the Young Workforce – Scotland's Youth Employment Strategy.

The funding allocated to Angus Council is as outlined below:

- 2014/15 - £155,422
- 2015/16 - £138,685

The cross-council strategic group will be the decision making body regarding the allocation of these funds, ensuring activity undertaken will help develop pathways for young people into sustained and quality jobs that align with local circumstances and labour markets. This will include:

- Funding towards the coordination of DYW locally
- Funding of Modern Apprenticeships through the Angus Shared Apprenticeship Scheme
- Supporting Foundation Apprenticeships
- Travel for link college link courses
- Initiating an Angus Works programme for senior phase pathway
- Primary Engineer Cluster Pilot Programme
- Providing internship opportunities for graduates

The Scottish Government has confirmed that there will be no further discrete funding for DYW after 2015-16. Consideration has therefore been given to the sustainability of this framework beyond 2016. It is proposed to identify funding from underspends up to £150,000 per annum for years 2016/17; 2017/18; 2018/19; 2019/2020. Other funding opportunities will also be explored.

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SECTION 1 INTRODUCTION

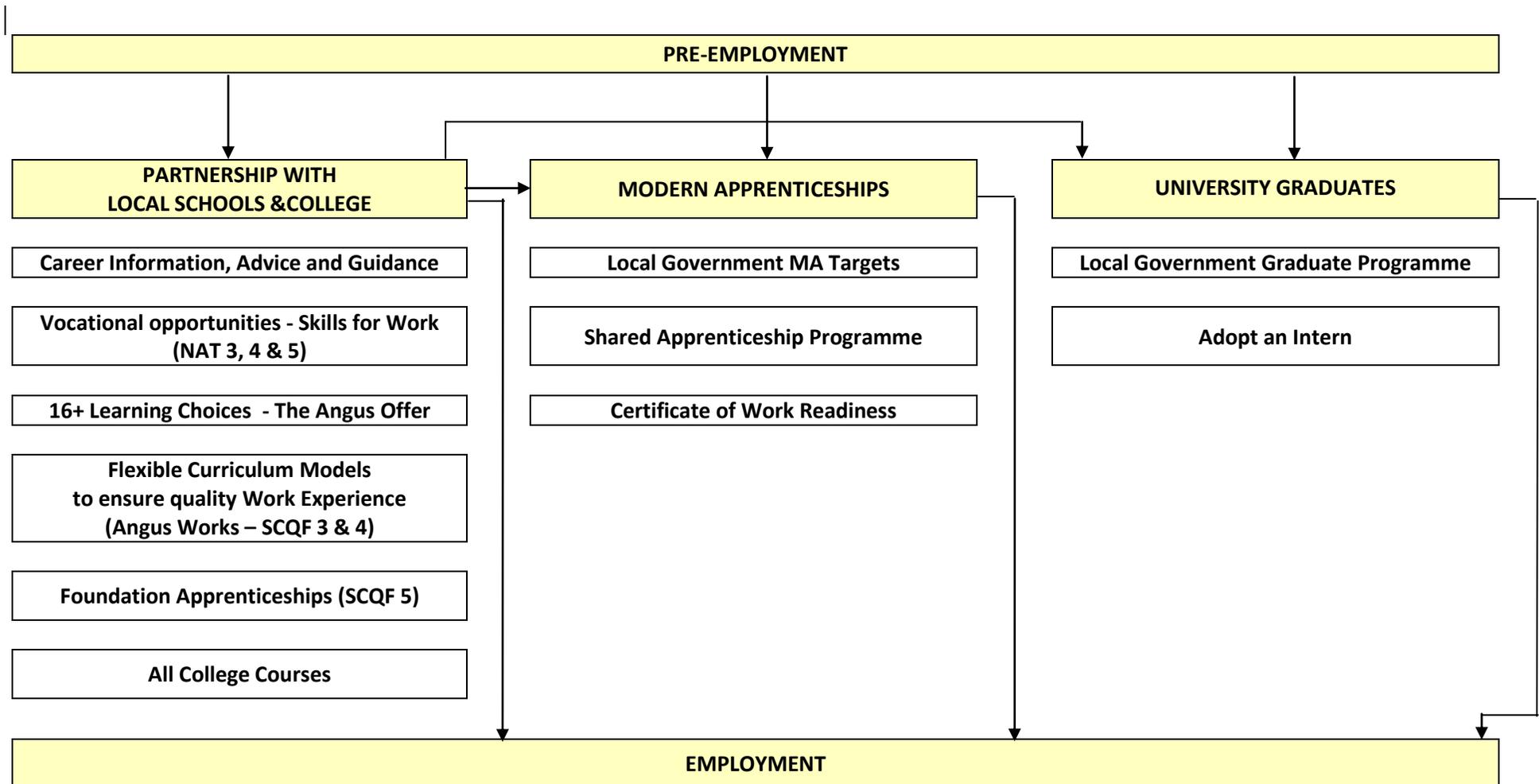
The intention through this document is to present an approach that would see the development of a cohesive effort to increase youth employment across Angus Council.

The framework aims to provide a clear and targeted approach to support young people at different points on their journey to employment, including the development of progression opportunities.

It should encourage Council services to overcome the real and perceived barriers to employing young people.

SECTION 2 PATHWAY TO EMPLOYMENT

The chart below highlights the pathways to employment within Angus Council and provides a framework of meaningful engagement with young people.



Within the framework consideration has been given to the following:

- **Transitions** - ensuring the provision of flexible and effective supports for transition between activities or to other suitable employment, education or training offerings.
- **Retention and progression** – ensuring that young people are supported to develop their full potential once they have successfully engaged in education, employment or training.

Young people engaged in pre and current employment activities with Angus Council would be guaranteed an interview for substantive posts.

The following sections of this document set out more fully how we will take forward our programme to develop the young workforce. Each of the elements described constitute an important element of Angus Council's Youth Employment Framework.

SECTION 3 PARTNERSHIP WITH LOCAL SCHOOLS & COLLEGE

To meet the needs and demands of a constantly changing world, it is crucial that Angus Council, as an employer, works in partnership with local schools and post-secondary institutions to develop the young workforce. This will ensure they have relevant skills and qualifications (both academic and vocational) and are well prepared for employment.

There should be a continuum from primary school right through into employment. In order to achieve this relationships require to be enhanced between Angus Council, Schools & Learning and Dundee & Angus College.

3.1 COMMITMENT TO BETTER PREPARE SCHOOL LEAVERS FOR THE WORLD OF WORK

Curriculum for Excellence, both through the broad general education from nursery to the end of S3 and the senior phase from S4 - S6, provide a strong basis for developing young people's skills for learning, life, and work. .

There are numerous ways to engage with and work in partnership with schools in Angus, designed to encourage, stimulate and support children and young people and ultimately shape the workforce of the future.

Appendix 1 lists examples of the types of engagement by which employers (including the Council) can influence education and support the engagement of young people in the workforce from an early age. These are all flexible in nature and should be tailored to the curricular needs of the school(s) and the nature and capabilities of the business.

3.1.1 CAREER INFORMATION, ADVICE & GUIDANCE

Angus Council, as a local government employer, should promote learning and careers. It needs to commit to creating opportunities in a range of areas suitable for vocational experience.

All Angus schools will develop a 3-18 Curriculum Rationale and plan for careers education.

Priority 1 – Angus Council will:

- Develop long-term partnerships with each of the eight clusters or learning communities, undertaking purposeful engagement within each to support and enhance learning about the world of work. Every School Cluster in Angus should be supported by at least one council service.

3.1.2 VOCATIONAL OPPORTUNITIES – SKILLS FOR WORK (NAT 3 , NAT 4 , NAT 5)

SQA Skills for Work courses are for pupils in the senior phase of secondary school. They focus on generic employability skills needed for success in the workplace as well as affording young people the ability to gain an SCQF qualification. The courses offer opportunities for learners to acquire these critical generic employability skills through a variety of practical experiences that are linked to a particular vocational area.

Skills for Work Courses help provide young people with good opportunities to develop their self-confidence. They also aim to provide a very positive learning experience. For many young people, an early chance to work on practical skills that relate directly to the world of work will provide real benefits to their overall educational programme.

Young people taking one of these Skills for Work Courses will often spend some of their time at a local college, other training provider or employer. This will mean learning in a different environment, meeting new people and facing new challenges.

The Courses are intended to provide progression pathways to further education, training and employment. Given the practical nature of the Courses, experiential learning in appropriate learning environments is an essential feature of each Course.

Dundee & Angus College, Angus Secondary Schools and the Schools & Learning Team within Angus Council work in partnership to deliver vocational pathways to a wide range of senior phase pupils. This can be further supported through enhanced partnerships with employers.

Priority 2 – Angus Council will:

- Identify links between Skills for Work courses undertaken by Angus schools and vocations within the council.
- Provide opportunities for experiential learning in council departments/environments, where appropriate, linked to Skills for Work Courses.

3.1.3 OPPORTUNITIES FOR ALL

Opportunities have been developed to ensure that all young people will leave school with the choice of a job, training or further education opportunity available to them. Ensuring that all Angus young people have the necessary support to find their first opportunity will allow them to remain in a positive destination beyond the compulsory education stage.

Opportunities for All ensures that all young people in Angus completing compulsory education have the offer of a high quality place in post school learning. If a young person is leaving or thinking about leaving school and is not going into employment,

training or further education then one option available is an 'Activity Agreement'. Activity Agreements are particularly for young people not ready to be involved in further education, employment, training or volunteering. Young people will work alongside a key worker to develop a programme of learning and activity bespoke to their needs and aspirations and where eligible receive financial support through Education Maintenance Allowance (EMA).

Employers play a crucial role supporting young people to develop their employability skills whilst undertaking an Activity Agreement. This can involve providing support to programmes such as 'Stepping Stones Employability Programme' by sharing knowledge and experience of the world of work, highlighting skills and aptitudes sought by employers, mock interviews, work place visits and work experience placements. It is important that young people can access a wide range of opportunities.

Priority 3 – Angus Council will:

- Offer every young person completing compulsory education a high quality place in post school learning.
- Provide a support worker for young people not ready to be involved in further education, employment, training or volunteering.
- Offer 18 employability fund work placements as a potential stepping stone into a Modern Apprenticeship.

3.1.4 FLEXIBLE MODELS OF WORK EXPERIENCE (ANGUS WORKS SCQF 3 & 4)

Work experience provides a unique opportunity for young people to gain a better understanding and knowledge of what goes on in a business/organisation, and an insight into what individual employees jobs entail. It allows them to interact with adults in a professional capacity and to operate independently in a 'grown-up' environment.

It is also incredibly important in preparing young people for the transition into successful employment. It provides valuable insights into work practices and cultures and helps young people develop some of the knowledge, skills, behaviours and capabilities that will help them progress into further learning, training and employment.

Critically, it is also an opportunity for young people to find out more about themselves. They discover how: they react in different situations; they apply themselves to set tasks; they respond to working as part of a team and also on their own, and how effectively they communicate with work colleagues. It can play an important part in helping young people think about their own career goals and aspirations.

Schools are now moving away from the traditional one-off one-week model of work experience to a more targeted and flexible approach.

ANGUS WORKS is the title draft given to Angus Council's extended work experience programme for S4-S6 pupils. It will take place between September and April of the calendar year. The young person will be fully employed one-day a week into an identified role within Angus Council. The young person will work towards an agreed set of targets, and where practical, work experience qualifications. The extended timescale enables the young person to feel part of the workforce and take on small 'real-life' projects supported by Angus Council staff.

Young people's participation is dependent on them also engaging with school experience for the remaining 4 days of school. They are responsible for catching up on any school work missed.

Benefits of the programme include being treated as an employee and gaining work experience which is real and relevant. It would also be beneficial when job seeking or applying for a Modern Apprenticeship or college place.

The young people gain recognition for their efforts at the end of their placement in the form of an 'employer endorsement' outlining tasks completed, experience gained and personal attributes and traits shown by the pupils, thus providing the young people with an extremely creditable piece of evidence that can be used by them in future job/college/university applications.

Priority 4 – Angus Council will:

- Identify 'Angus Works' placements across all Council Directorates and ALEO linked to the Council.
- Offer 20 places for young people in their 4th year in 2016/17.
- Work closely with the schools to identify and select the young people most appropriate for the opportunities offered.
- Provide mentor/s for the young people engaging in work with the Council.
- Provide a quality induction programme to 20 young people.
- Guarantee an interview to successful candidates for any appropriate work of Modern apprenticeships offered by the Council.

3.1.5 FOUNDATION APPRENTICESHIPS (SCQF 5)

By 2020, Scottish Government has set a target for foundation apprenticeships at 10,000. Angus currently has two pathfinders: Engineering and Social Services & Healthcare.

Foundation apprenticeships are a new, work-based learning qualification for secondary school pupils in the senior phase. Pupils will study towards a foundation apprenticeship attending college for part of the school week. As well as working towards industry-recognised qualifications they will develop skills, experience and capability in a live business environment.

Foundation apprenticeships are designed to provide earlier exposure to the world of work, equipping young people with the skills, knowledge and experience they need to go on to further or higher education, accelerated entry into a Modern Apprenticeship or employment.

The aim is for Foundation Apprenticeships to be part of every Angus Secondary School's offering.

For 2015-2016 pupils who have completed year one of the foundation apprenticeship will continue into year two at Dundee and Angus College. The college hopes to continue to offer foundation apprenticeships in Engineering and Social Services and Healthcare and new foundation apprenticeships in the areas of finance, digital media and hospitality. However all courses for 2015-2016 (year one) are subject to funding from SDS. This will not be confirmed until December 2015

Priority 5 – Angus Council will:

- Continue to work in partnership with Dundee and Angus College to ensure that information re Foundation Apprenticeships is available to all secondary schools.
- Work closely with schools to ensure that the senior phase offers a variety of learning pathways including study towards Foundation Apprenticeship.
- Ensure that young people electing to study towards a Foundation Apprenticeship receive support with travel where necessary.
- Encourage a collaborative approach to accommodate learning in school for young people studying towards a Foundation Apprenticeship.

3.2 BUSINESS PARTNERSHIP WITH DUNDEE & ANGUS COLLEGE

There is already an existing partnership to support Modern Apprenticeships across Angus Council. This will be further developed to encompass wider areas of council business. In addition, all secondary schools have a strong partnership with Dundee & Angus College for the provision of a range of vocational courses as detailed below:

Childcare	Health Care
Computing	Hospitality
Construction	Rural Skills
Construction and Engineering	Sport
Engineering	HNC Engineering
Hairdressing	

Further work is ongoing to develop Higher National qualifications in our schools particularly in the areas of Computing, Science and Engineering which will support the STEM agenda. Dundee & Angus College are also working in partnership with schools to deliver the first Foundation Apprenticeships.

Consideration will have to be given as to how we continue to financially support these opportunities over the longer term. Dundee & Angus College is and has been

very flexible and supportive of both schools and other council directorates in the delivery of such programmes.

Priority 6 – Angus Council will:

- Continue to support and develop the partnership with Dundee & Angus College.
- Continue to support the wider application of the Modern Apprenticeship scheme.
- Provide further opportunities to widen the scope of our engagement with Dundee & Angus College.

SECTION 4 MODERN APPRENTICESHIPS

Modern Apprenticeships (MAs) are widely recognised as being an excellent opportunity to gain skills, experience and a qualification while in employment.

The council has offered apprenticeships since 1995 and coordinates this activity through its Skills team. Corporately the council will sign up to offer 30 MA opportunities and 18 Employability Fund related work experience placements. Each work experience placement will be supported and offer the certificate of work readiness within its delivery.

A MA could be a new team member or an existing employee (16-19) seeking to increase their capability.

Modern Apprenticeships should be developed in roles/departments where young people have the best chance of building a long-term career.

In addition to supporting the development of MAs within Angus Council, the Council is also developing its Shared Apprenticeship Programme in support of the construction sector skills shortage. In order to help support the programme the council will further develop its community benefit clauses when contracting building works. This will include apprenticeships and work experience as appropriate.

In terms of the Council's Corporate Parenting responsibility we are going to support young people who are in the care system to access a wide range of opportunities including Modern Apprenticeships.

Priority 7 – Angus Council will:

- Recruit 30 Modern Apprentices each financial year within the organisation.
- 10% of the Modern Apprentices recruited within the council will be targeted to looked after young people.
- Support the work of the Angus Shared Apprenticeship Programme recruiting 12 new apprentices each financial year.

SECTION 5 UNIVERSITY GRADUATES

Graduate Programmes are the most common approach to recruiting university graduates and an excellent way of growing our own talent and aiding succession planning.

The Council does not currently operate a formal graduate programme however does have links with Dundee University and supports placements for students undertaking various degree and post-graduate studies. The Economic Development Team has taken on a graduate under the Adopt an Intern scheme and this could be expanded to other areas of the Council

Priority 8 – Angus Council will:

- Develop a University Graduate Programme in conjunction with universities.

SECTION 6 PERFORMANCE INDICATORS / SUCCESS TARGETS

<u>PRIORITY</u>	<u>TARGET</u>	<u>LEAD</u>	<u>DUE DATE</u>
COMMITMENT TO BETTER PREPARE SCHOOL LEAVERS FOR THE WORLD OF WORK			
- Careers Information, Advice & Guidance			
Angus council will develop long-term partnerships with each of the eight clusters or learning communities, undertaking purposeful engagement within each to support and enhance learning about the world of work.	All 8 School Clusters/Learning Communities supported by at least one council service.	LW	June 2016
- Vocational Opportunities – Skills for Work			
Angus council will identify links between Skills for Work courses undertaken by Angus schools and vocations within the council.	Complete mapping exercise	SF	April 2016
Angus council will provide opportunities for experiential learning in council departments/environments, where appropriate, linked to Skills for Work Courses.	Identified opportunities allocated across all 8 Secondary Schools	RH	Sept 2016
- Opportunities for All			
Angus council will offer every young person completing compulsory education a high quality place in post school learning.	100% of young people secured a high quality place in post school learning	RH	Ongoing
Angus council will provide a support worker for young people not ready to be involved in further education, employment, training or volunteering.	100% of appropriate young people allocated a support worker	RH	Ongoing
Angus council will offer 18 employability fund work placements as a potential stepping stone into a Modern Apprenticeship.	Recruitment and successful completion of 18 Employability Fund placements	FC	Dec 2016
- Flexible Models of Work Experience (Angus Works)			
Angus Council will identify 'Angus Works' placements across all Council Directorates and ALEO linked to the Council.	Complete mapping exercise	SF	April 2016
Angus Council will offer 20 places for young people in their 4 th year in 2016/17	Identified opportunities advertised across all 8	LW	Aug 2016

	Secondary Schools		
Angus Council will work closely with the schools to identify and select the young people most appropriate for the opportunities offered.	Recruitment & successful completion of 20 Angus Works placements	LW	Sept 2017
Angus Council will provide mentor/s for the young people engaging in work with the Council.	100% of young people on placement with access to a mentor	LW	Sept 2017
Angus Council will provide a quality induction Programme to 20 young people.	Creation and execution of quality induction programme with 100% attendance rate	LW	Sept 2017
Angus Council will guarantee an interview to successful candidates for any appropriate work or Modern Apprenticeships offered by the Council.	Appropriate opportunities identified and highlighted to appropriate candidates	SF	Ongoing
- Foundation Apprenticeships			
Angus Council will continue to work in partnership with Dundee and Angus College to ensure that information re Foundation Apprenticeships is available to all secondary schools.		KM	Ongoing
Angus Council will work closely with schools to ensure that the senior phase offers a variety of learning pathways including study towards Foundation Apprenticeship.		RH	
Angus Council will ensure that young people electing to study towards a Foundation Apprenticeship receive support with travel where necessary.		KM	
Angus Council will encourage a collaborative approach to accommodate learning in school for young people studying towards a Foundation Apprenticeship.		RH	
BUSINESS PARTNERSHIP WITH DUNDEE & ANGUS COLLEGE			
Angus Council will continue to support and develop the partnership with Dundee & Angus College.		RH	
Angus Council will continue to support the wider application of the Modern Apprenticeship scheme.		FC	
Angus Council will provide further opportunities to widen the scope of our engagement with Dundee & Angus College.		MW	
MODERN APPRENTICESHIPS			

Angus Council will recruit 30 Modern Apprentices each financial year within the organisation.	30 MAs in employment	FC	
10% of the Modern Apprentices recruited within the council will be targeted to looked after young people.	3 looked after young people employed in an MA position	FC	
Angus Council will support the work of the Angus Shared Apprenticeship Programme recruiting 12 new apprentices each financial year.	12 apprentices employed in year 1	FC	
UNIVERSITY GRADUATES			
Angus Council will develop a University Graduate Programme in conjunction with universities.	Graduate programme developed	SF	
RECOGNITION			
Investors in Young People Accreditation achieved by Angus Council	Accreditation achieved	SF	