

# **ARGYLL AND BUTE YOUTH EMPLOYMENT SKILLS PIPELINE AND ACTION PLAN**



31st October 2012

**VERSION 9**

## **ARGYLL AND BUTE'S VISION**

Argyll and Bute will be a location where young people gain the knowledge, understanding, skills and experience to realise their potential, to fully participate in and contribute towards sustainable socio-economic growth.

### **Who we are**

Lead responsibility for the Youth Employment Action Plan sits with the Employability Partnership Strategy Group and the Community Planning Partnership. The current membership of the Employability Partnership Strategy Group is as follows:

Argyll College; Argyll Training; Argyll and Bute Council –including representatives from the Economic Development Service (Business Gateway, Employability Team, and Social Enterprise Team), Community Services (Community Learning and Development, Education and Opportunities for All); Highlands and Islands Enterprise (HIE); JobCentre Plus (JC+); Skills Development Scotland (SDS); NHS – Community Health Partnership; Argyll and Bute Social Enterprise Network (ABSEN), Argyll Voluntary Action (AVA); and local Business Associations/Groups.

### **What will it look like?**

Aligned to the outcomes of the Argyll and Bute Community Planning Partnership our indicators of success will be:

- All young people will have access to the information, guidance and advice they require to inspire and enable them to make informed choices on the training and employment options open to them.
- Young people will be able to access skills and employability support and work experience opportunities to help them make informed choices and to progress in the labour market.
- Employers are able to recruit skilled and motivated young people to enable them to grow.
- An improved number and range of more appropriate job opportunities for young people.
- Year on year improvement in the number of young people progressing and sustaining positive destinations and in turn enhancing their life chances.

## Where we are now – the current position

The positive destination figure for Argyll and Bute is 89.8% which is the highest level achieved during the last 10 years and compares favourably with the Scottish average of 88.9%. Unfortunately this means that there is a cohort of young people who are not in education, training, volunteering or work. We have 9.4% who are unemployed and seeking (SDS School Leaver Destination Return (SLDR) 2010-11). This equates to 885 young people in a positive destination and 100 young people who are unemployed and seeking from a cohort of 985 young people.

Argyll and Bute has not been immune from the current economic situation which has seen a rise in claimant count level across all parts of the area since the start of the recession and mirrors the overall position for Scotland.

## Youth Employment in Argyll and Bute

This information relates to 16 – 19 year olds recorded as being unemployed and seeking on 31<sup>st</sup> May 2012 and who had been contact with SDS within the last eight weeks of this date

Characteristics of 16-19 Year Old Unemployed Group, September 2012						
Age group	Male %		Female %		Total	%Age
15/16	13	48%	14	52%	27	23%
17	19	54%	16	46%	35	30%
18/19	38	68%	18	32%	56	47%
Total	70	59%	48	41%	118	100%

## Key analysis of unemployment statistics

- § Positive school leaver destinations while higher than the Scottish average of 88.9% are still only at 89.9%. This figure has not significantly moved for the last 5 years.
- § Individuals will enter and leave the unemployed seeking group as their circumstances change, for instance, **74% (87)** of those within the current unemployed seeking cohort had secured at least one positive destination since leaving school. Also **41% (48)** have had a period of time on the Get Ready for Work programme.
- § Unemployment rates vary across the calendar year. Typically there is a peak in September; in September 2011, 133 young people were unemployed and seeking. This year the number of young unemployed dipped to 98 in January 2012.
- § Unemployment rates vary across the geography.

Figures representing Unemployed Seeking by Intermediate Datazone on 31<sup>st</sup> May 2012 are shown in the table below:

<b>Unemployed Seeking by Intermediate Datazone, May 2012</b>			
<b>Intermediate Datazone</b>	<b>Total (%)</b>	<b>Intermediate Datazone</b>	<b>Total (%)</b>
Dunoon	21 (17%)	Hunter's Quay	15 (12%)
Rothesay Town	18 (15%)	Bute	7 (6%)
Oban South	16 (13%)	Benderloch Trail	4 (3%)
Campbeltown	15 (12%)	Helensburgh North	7 (6%)
Helensburgh East	15 (12%)	Helensburgh Central	5 (4%)

- § Although the numbers are small in some areas this situation can change very quickly – the impact of low level redundancies can be significant in a rural area.
- § In some areas there are a significant number of young people with their own tenancies or residing in temporary accommodation and are in receipt of benefit while under 18.
- § In some of the more rural areas there is a lack of provision/ opportunities.
- § Across the area many of the cohort have been in some form of employment but had not been able to sustain this, for various reasons.

**Young people in Employment and Training** (This information is based on the SLDR 2010/11 and the March 2012 follow up.)

In Argyll and Bute a higher than average number of young people enter employment directly from school. Last year 19.3 % entered employment and this had increased to 24% at the follow up date.

Last year National Training Providers delivered over 26,000 Modern Apprenticeships, in over 80 different frameworks, and SDS is committed to delivering another 25,000 this financial year. Young people in the Argyll & Bute Council area had access to all National Training Programmes including: Modern Apprenticeships (MA), Get Ready for Work (GRfW) including lifeskills, and Targeted Pathways.

The number of Argyll and Bute individuals in training at 31 March 2012 is as follows:

<b>National Training Programmes</b>	
<b>Training</b>	<b>Numbers</b>
Modern Apprenticeships, 16 – 19 age group	312
Targeted Pathways to Apprenticeships	8
Get Ready for Work	34
<b>TOTAL</b>	<b>354</b>

(information provided by Skills Development Scotland)

<b>Working age population on Jobseekers Allowance</b>			
<b>JSA Claimants Aged 16-24</b>	<b>Total (%)</b>	<b>JSA Claimants 18-24</b>	<b>Total (%)</b>
January 2012	2,105 (3.5%)	January 2012	560 (8.1%)
August 2012	1'735(3.1%)	August 2012	465 (6.7%)

(information provided by Job Centre Plus)

The above statistics, taken from NOMIS, show that the level of youth unemployment is generally reflected in the rise and fall throughout the year of the working age population for the Argyll and Bute area. It also runs at approximately double the rate which has been consistent over the last 10 years.

There is also a reduction in the unemployment rate each year between March and June and again around September time. Anecdotally this reflects the uptake of “seasonal” employment such as tourism and hospitality and/or students returning to college and University may also influence these figures.

“Off flow” destination for local jobseekers would suggest that the majority find employment in their local area.

The overall percentage of Argyll and Bute unemployed persons in receipt of JSA is 3.1% for August 2012 against the Scottish average of 4.3%. (NOMIS)

### **How will we get there – Argyll and Bute Strategic Skills Pipeline**

Argyll and Bute key community planning partners are working collectively to identify and coordinate services that are available for our young people. The Argyll and Bute Strategic Skills Pipeline provides a menu of activities that creates clear linkages between the pipeline, individual need and opportunities at a local level throughout the area.

The Argyll and Bute Strategic Skills Pipeline will fit and directly contribute to the key strategic objectives outlined in the Scottish Government’s Youth Employment Strategy: Action for Jobs – Supporting Young Scots into Work.

The pipeline groups activities under five specific headings and in relation to identified need:

	<b>Type of activity</b>	<b>Customer Status</b>
<b>Stage 1</b>	Referral/Engagement	Not job ready
<b>Stage 2</b>	Barrier removal	Not job ready
<b>Stage 3</b>	Vocational activity	Job ready
<b>Stage 4</b>	Employer support, engagement and job matching	Job ready
<b>Stage 5</b>	In-Work/Aftercare and Skills Development	In Work

This document provides a route map, identifying national and local services, charting them against provision available and creating the Strategic Skills Pipeline. There are four tables that map available activities in the pipeline for the identified priority customer groups:

1. **Transition from broad general education to senior phase of curriculum for excellence and on to post-16 learning choices for pupils in secondary school S3 – S6.**
2. **Provision available under Opportunities for All for 16-19 year olds.**
3. **Provision, support and enhancement of skills for learning and employment for 18 years and over.**
4. **Support for long-term unemployed/employed for 18 and over's.**

### **How will we get there – Argyll and Bute Youth Employment Action Plan**

The action plan lists key actions that will be implemented, monitored and evaluated by the Employability Partnership Strategy Group. Each action states who has lead responsibility for ensuring its completion, the key milestones and outcomes that will measure how successful the action has been and a section for commenting on how the action is progressing. In addition there is a further column that lists costs and approval status.

The action plan is a working document and will be updated throughout the course of the year to ensure we are making the best use of staffing, finances and resources across the partner agencies in order to support youth employment across Argyll and Bute.

## ARGYLL AND BUTE EMPLOYABILITY PIPELINE

<b>SERVICE: Transition from broad general education to senior phase of Curriculum for Excellence and on to post-16 Learning Choices</b>						
Age Range	Organisation	Stage 1 Referral/ Engagement	Stage 2 Barrier Removal	Stage 3 Vocational Activity	Stage 4 Employer Engagement and Matching	Stage 5 In-work Support
S3 – S6	<p><b>Argyll and Bute Council: Education Department</b> Shown here are the programmes that tend to be available across the locality.</p> <p>Individual schools offer different opportunities that meet the needs of their young people and reflect the local circumstances.</p>	<p><b>Risk Matrix</b> An assessment techniques that assigns a risk value to a number of attributes for each pupil in secondary school using SEEMIS Data collated by Guidance Staff.</p> <p><b>Alternative Curriculum</b> Individual pupils, their parents and Guidance staff work together with key partner agencies to develop an individual timetable suited to the needs and issues that the young person faces.</p> <p><b>Living Life to the Full –</b> programme to enhance life skills, effective decision making etc; led by Educational Psychology and being piloted in Oban, Islay and Tiree</p> <p><b>S6 Option Programme</b> Opportunity for S6 pupils to study HNC/D/Degree modules and courses while remaining in school.</p>	<p><b>Flexible Timetable</b></p> <p><b>COLUMBA 1400: Ambassadors Leadership Academy</b> Young people will come to a fuller appreciation of their values, qualities and strengths so that they can affect changes in their own lives, extend their contribution to the life and ethos of the school and their wider communities. Currently being piloted in Campbeltown and Dunoon.</p> <p><b>skillsbook</b> An online electronic resource that allows all pupils (from P5 through to S6) to record the skills for learning, life and work that they are developing both in and out of school. skillsbook is a record of a young person's achievement and attainment educational journey.</p>	<p><b>Flexible Timetable</b></p> <p><b>Skills for Work</b> allows learners to develop: * skills and attitudes which will enhance employability * an understanding of the workplace * positive attitudes to learning * the Core Skills valued by employers – communication, numeracy, working with others, information technology and problem solving * skills and knowledge in a particular vocational area.</p> <p><b>Work Experience Work shadowing Extended Work Placement</b> Are opportunities for pupils to spend time with local employers discovering more about the world of work and specific career areas.</p> <p><b>School Social Enterprise Companies</b> Opportunity for pupils to be involved in running and developing an in-house company. They provide the opportunity to develop vocation and employability skills.</p>	<p><b>Work Experience. Work Shadowing. Extended Work Placement.</b></p>	N/A

**SERVICE: Transition from broad general education to senior phase of Curriculum for Excellence and on to post-16 Learning Choices**

Age Range	Organisation	Stage 1 Referral/ Engagement	Stage 2 Barrier Removal	Stage 3 Vocational Activity	Stage 4 Employer Engagement and Matching	Stage 5 In-work Support
S3 – S6	Local Colleges – Argyll College and Clydebank College			<p><b>Skills for Work</b> Designed to help learners to develop:</p> <ul style="list-style-type: none"> <li>* skills and attitudes which will enhance employability</li> <li>* an understanding of the workplace</li> <li>* positive attitudes to learning</li> <li>* the Core Skills valued by employers – communication, numeracy, working with others, information technology and problem solving</li> <li>* skills and knowledge in a particular vocational area</li> </ul>		
S3 – S6	<b>Skills Development Scotland (SDS)</b>	Multi-agency discussions to reach a decision on which partner is best suited to support the young person at this stage.	Implement a <b>coaching</b> approach to build the motivation and resilience skills of those young people, and to ensure they recognise the need to gain the capabilities that will make them successful career planners.	<p>Support the development of <b>Career Management Skills (CMS)</b>, including employability skills within the context of Skills for Work, Pathways and other CfE activity.</p> <p>Encourage pupils to assess and develop their CMS through My World of Work, ensuring all people receive a service.</p>	Encourage local sector connectivity with <b>My World of Work</b> – for example local case study examples of energy, food and drink etc.	Deliver <b>Employment Recruitment Incentive</b> to support up to 330 (nationally) young people from the most disadvantaged groups.
S3 – S6	<b>Community Learning and Development: Youth Services</b>	Identification of disengaged young people. Development of Action Plans.	<ul style="list-style-type: none"> <li>§ <b>Youth Literacy and Numeracy</b></li> <li>§ <b>Confidence building</b></li> <li>§ <b>Basic life and coping skills</b></li> <li>§ <b>Steps to Excellence</b></li> <li>§ <b>Young Scot – Youth Information</b></li> </ul>	<p><b>Accredited Learning Opportunities including:-</b></p> <ul style="list-style-type: none"> <li>§ <b>YAA</b></li> <li>§ <b>DofE</b></li> <li>§ <b>PTXL</b></li> <li>§ <b>ASDAN</b></li> </ul>		



			§ Winter leaver programmes § Steps to Excellence			
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<b>SERVICE: Transition from broad general education to senior phase of Curriculum for Excellence and on to post-16 Learning Choices</b>						
<b>Age Range</b>	<b>Organisation</b>	<b>Stage 1 Referral/ Engagement</b>	<b>Stage 2 Barrier Removal</b>	<b>Stage 3 Vocational Activity</b>	<b>Stage 4 Employer Engagement and Matching</b>	<b>Stage 5 In-work Support</b>
S5 – S6	<b>Community Learning and Development: Adult Learning</b>		<p><b>ASDAN</b> pilot in Campbeltown to deliver modules to ASN pupils in preparation for leaving school. Delivered in community venue (Kintyre Community Education Centre). Tutor sourced by CLD; Argyll College to accredit.</p> <p><b>'Hurdles to College'</b> pilot in Dunoon - help with bursary/funding/ College applications for hard-to-reach young people (referrals only)</p>			
S3 – S6	<b>Argyll Voluntary Action (AVA)</b>	<b>ASDAN</b> accredited courses across Access Levels 1, 2 and 3. All courses open to 14 to 19+ age groups.	<p><b>Steps to Excellence</b></p> <p><b>Saltire Award Scheme</b> A new recognition programme, endorsed by the Scottish Government. The Awards recognise and applaud young people who volunteer. Through volunteering young people can gain essential life skills Accredited ASDAN certificates can also be gained with the Saltire Award Certificates.</p> <p><b>ASDAN Personal and Social Development (PSD)</b> Access 1, 2 and 3 units designed to develop personal and social skills</p>	<b>Certificate of Personal Effectiveness (CoPE)</b> Access Level 1, 2 and 3 CoPE guarantees capability of six critical skills including: working with others, learning and performance, problem solving, research, communication and oral presentation.	<b>Award of Personal Effectiveness (AoPE)</b> Access Level 1, 2 and 3 Assisting students to develop and demonstrate skills. Units include: working with others, team working, planning and reviewing, dealing with problems in daily life, planning and research and self development.	



SERVICE: Provision available under Opportunities for All for 16-19 year olds						
Age Range	Organisation	Stage 1 Referral/ Engagement	Stage 2 Barrier Removal	Stage 3 Vocational Activity	Stage 4 Employer Engagement and Matching	Stage 5 In-work Support
16 – 19 years	Lifeskills (National Training Programme (NTP)) Helensburgh & Lomond		<b>Lifeskills:</b> Part-time training course to develop soft skills to enable progression towards more structured skills-based learning. Often a pre-cursor to participation on GRfW			
16 – 19 years	Skills Development Scotland	<b>Identification</b> of young people who are likely to struggle to find, stay and progress in learning and work. Referral to internal and external colleagues and partners who can provide the appropriate support and barrier removal.  Referral to <b>Activity Agreements</b> and assessment of <b>AA's Individualised Person-Centred Learning Plans</b>	Offer targeted support to those who need it most to ensure that young people move into an appropriate opportunity. Achieved by: Implementation of new approach delivered by <b>Work Coaches</b> Development and delivery of ' <b>Certificate of Work Readiness</b> ' (CWR) in partnership with SQA and employers. Continued support to <b>Activity Agreements and Individualised Person-Centred Learning Plans</b> by assessment and referral	Encourage young people who are job ready to assess and develop their employability skills through <b>My World of Work</b> (note that employability skills are a subset of Career Management Skills, concerned specifically with preparation for seeking and sustaining work, or learning)	Funding of <b>National Training Programmes</b> by providers contracted to SDS: Get Ready for Work Training for Work Modern Apprenticeships  Funding to contracted providers to deliver the <b>Targeted Pathways Programme</b> .	<b>Employment Recruitment Incentive Flexible Training Opportunities Low Carbon Skills Fund</b>
16 – 19 years	Opportunities for All Activity Agreements	Referral to <b>Activity Agreements</b> Engagement of young people in the <b>AA</b> process	<b>Individualised Person-Centred Learning Plan</b> for as long as is needed (first step provision) Trusted Professionals help and supports young people to tackle their issues and barriers.			
16 – 19 years	Argyll Voluntary Action	Additional advice and support by referral from partners. Developmental Programmes	<b>STEPS</b> Personal Development course Confidence Building Motivational and goal setting programmes	<b>ASDAN and SALTIRE</b> Accredited achievement of awards of completion of courses Personal confidence programme delivered by qualified facilitator	Third Sector Partner engagement with Community Jobs Scotland	In work support including <ul style="list-style-type: none"> <li>- <b>Assertiveness training</b></li> <li>- <b>Social Enterprise</b></li> <li>- <b>Train the Trainer</b></li> </ul>

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SERVICE: Provision available under Opportunities for All for 16-19 year olds						
Age Range	Organisation	Stage 1 Referral/ Engagement	Stage 2 Barrier Removal	Stage 3 Vocational Activity	Stage 4 Employer Engagement and Matching	Stage 5 In-work Support
16 – 19 years	<b>WorkingRite Targeted Pathways to Modern Apprenticeships</b>		<b>Vocational skills training opportunities</b> for young people that will lead to employment or a Modern Apprenticeship. Provision targeted towards key sectors including Hospitality, Tourism, Engineering, Financial Services, Energy and Renewable, Administration and Retail. Key components of delivery must include: Employability Training, Basic Occupational Skills. Leading to a VQ or certification and Employer Experience. Priority given to young people with <b>General</b> level qualifications and above and capable of undertaking a MA framework			
16 – 19 years	<b>National Training Providers (NTP's)</b>			<b>Modern Apprenticeships</b> (MAs) offer young people the chance of paid employment combined with the opportunity to train for jobs at different levels. Aimed at those capable of achieving a SVQ <b>Level 3</b> or above.		
16 – 19 years	<b>Community Jobs Scotland</b>				All <b>jobs</b> contribute to sustainable employment and provide community benefit/opportunity for the sector to expand its range of service delivery.	
16 – 18 years	<b>Get Ready for Work (GRFW) Argyll Training Ltd/ Working Rite</b>		<b>Get Ready for Work</b> can help individuals improve their personal, vocational and core skills and boost their overall employability.			

**SERVICE: Provision available under Opportunities for All for 16-19 year olds**

<b>Age Range</b>	<b>Organisation</b>	<b>Stage 1 Referral/ Engagement</b>	<b>Stage 2 Barrier Removal</b>	<b>Stage 3 Vocational Activity</b>	<b>Stage 4 Employer Engagement and Matching</b>	<b>Stage 5 In-work Support</b>
16 – 19 years	<b>Clydebank College</b>			<b>New College Learning Programme</b> A full-time 12 week programme delivered through a combination of college learning and work placement. E.g. Creative industries, Customer Service, Admin, Childcare and Engineering.		
16 – 19 years	<b>Argyll, Clydebank and James Watt Colleges</b>			<b>FE Colleges</b> Offer a very wide range of vocational education and training - in college, in the workplace and in some cases by combining both college and workplace training. The range is extensive and can be seen on their respective websites.	<b>FE Colleges</b>	
			Always includes a placement with an employer.			

**SERVICE: Provision available under Opportunities for All for 16-19 year olds**

Age Range	Organisation	Stage 1 Referral/Engagement	Stage 2 Barrier Removal	Stage 3 Vocational Activity	Stage 4 Employer Engagement and Matching	Stage 5 In-work Support
16 – 19 years	JobCentre Plus	<p><b>Youth Employment</b> Additional adviser support for 16/17 year olds claiming JSA to help them get back into education, training or work.</p> <p>Adviser support for 16/17 year olds on JSA aligning with the adviser support available under the JCP offer to 18+ claimants.</p> <p>16-17 year old claiming JSA will now have access to additional JCP adviser support and better quality regular interventions focused on entering training or work with training and access to DWP contracted provision.</p>	<p><b>Work Club</b> Provide unemployed people with a place to meet, exchange skills and share experiences.</p> <p><b>Work Experience</b> Support available to help unemployed young people, develop skills needed to secure a sustainable job, by offering them a period of work experience for 2-8 weeks. Option to extend to 12 weeks if host decides to offer an apprenticeship.</p> <p><b>Flexible Support Fund</b> Discretionary fund to remove barriers to taking up employment, e.g. fare to work, clothing, tools.</p> <p><b>Access to Work</b> Removal of barriers for disabled people to take up and retain employment, by providing transport, adaptation to the workplace and work coach.</p>	<p><b>Work Club</b> <b>Work Experience</b></p>	<p><b>Work Club</b></p>	



SERVICE: Provision available under Opportunities for All for 16-19 year olds						
Age Range	Organisation	Stage 1 Referral/ Engagement	Stage 2 Barrier Removal	Stage 3 Vocational Activity	Stage 4 Employer Engagement and Matching	Stage 5 In-work Support
16 – 19 years	Community Learning and Development - Youth Services	<p><b>Identification</b> and referral of young people not in employment, education or training.</p> <p><b>Development of Action Plans.</b></p>	<p><b>Activity Agreements</b>  <b>Youth Literacy and Numeracy</b>  <b>Confidence building</b>            Basic life and coping skills            Alcohol Brief Interventions are short, structured discussions about an individual's alcohol use aimed at raising their awareness and supporting them to change behaviours  <b>Young Scot Extra</b> – info on Education/Health/Housing/ Money/Law etc.</p>	<p><b>Accredited Learning Opportunities including:-</b>            § YAA            § DoFE  <b>Employment programmes</b> in partnership with local Opportunities for All groups.  <b>Driving Academy</b> in partnership with local Opportunities for All groups.</p>		
16 – 19 years	Community Learning and Development - Adult Learning		<p><b>Voluntary Job Information Clubs / Learner Drop-In provision</b>, help with access to internet job searches and local job-related information, with voluntary referrals for help with CVs, interview skills and 1:1 guidance.            Range of <b>needs-led community-based courses</b> (accredited or non-accredited) available (depending on numbers) - typically including confidence building, employability courses, basic and intermediate IT/ICT, financial inclusion, life skills courses for people with additional needs, Learning Bytes.  <b>Adult Literacy and Numeracy 1:1</b> or group (Drop-In) provision.</p>	<p>Support, in partnership with CLD Youth Work, to <b>'Driving Academy'</b> provision. Includes prep for theory test, sitting test, First Aid Basic car maintenance Safety behind a wheel and Driving Safely (1:1 Adult Literacy and Numeracy support available if required)            Community-based commercial employment-specific training, in partnership with Argyll College: eg. Personal Bar Licence; Food Hygiene; First Aid, etc            1:1 support to apply for Construction Skills CSCS cards.            1:1 support to prepare for police and other vocational entrance test/exam requirements.</p>		<p><b>Workplace English</b> for Speakers of Other Languages (ESOL) classes offered (currently dependant on external SG funding)</p> <p><b>Workplace literacy</b> provision available on request</p>

**SERVICE: Provision, support and enhancement of skills for learning and employment**

<b>Age Range</b>	<b>Organisation</b>	<b>Stage 1 Referral/ Engagement</b>	<b>Stage 2 Barrier Removal</b>	<b>Stage 3 Vocational Activity</b>	<b>Stage 4 Employer Engagement and Matching</b>	<b>Stage 5 In-work Support</b>
18 and over	<b>Job Centre Plus</b>	<p><b>JCP Personal Advisor (PA)</b> provide individual support to customers, via caseloads, face to face meetings and telephone interviews for rural customers, from new claims stage to positive destination. PA's work with all JSA, IB and ESA Work Related activity Group (WRAG) customers</p> <p>Under <b>Freedom and Flexibilities</b> PA's have the discretion to spend more time supporting their customer in their journey back to work pre the Work Programme.</p> <p><b>Youth Contract Offer</b> Provides 18- 24 year old customer with additional support and weekly meetings with their PA.</p>	<p><b>Work Experience</b> Support to help unemployed develop skills needed to secure a sustainable job, by offering them a period of work experience for 2-8 weeks. Option to extend to 12 weeks if host decides to offer an apprenticeship.</p> <p><b>Support Contract</b> Delivered by ABC, module based support.</p> <p><b>Work Choice</b> A voluntary programme that supports disabled people facing complex barrier to getting and keeping a job.</p> <p><b>Work Together</b> An initiative to help unemployed people interested in volunteering to find suitable opportunities. This will be achieved by encouraging and signposting individuals to volunteering opportunities.</p> <p><b>Flexible Support Fund</b> Discretionary fund to remove barriers to taking up employment, e.g. fare to work, clothing, tools</p> <p><b>Access to Work</b> Removal of barriers for disabled people take up and sustain job opportunities, by accessing transport to work, aids and adaptations to the workplace and work coach</p>	<p><b>Work Experience Support Contract Work Choice</b></p> <p><b>Sector based Work Academies</b> Pre-employment training (short, sharp training intervention), work placements and guaranteed interview for unemployed people. Flexible and responsive support to meet the skills needs of those seeking work and the requirements of employers</p> <p><b>New Enterprise Allowance (NEA)</b> Help eligible customers start their own business or enter self-employment by matching with a volunteer mentor who will help produce a business plan. The business plan will be subject to an approval process. Once approved, the customer will be eligible to apply for NEA financial support measures for the early stages of trading:</p> <p><b>Flexible Support grant Funding Provision</b> New Sports Motivational Programme (2 courses) to run in Dunoon from October 2012</p> <p>'Health Works' provision aimed at supporting JCP customers with health issues with regard to their journey back to work.</p>	<p><b>Work Choice Sector based Work Academies New Enterprise Allowance (NEA)</b></p> <p><b>Work Trial</b> Young person gets to experience a REAL job and the employer gets to trial the person before offering them the vacancy. Client remains on benefit during the trial period.</p>	<b>Work Choice</b>

SERVICE: Provision, support and enhancement of skills for learning and employment						
Age Range	Organisation	Stage 1 Referral/ Engagement	Stage 2 Barrier Removal	Stage 3 Vocational Activity	Stage 4 Employer Engagement and Matching	Stage 5 In-work Support
18 and over	Job Centre Plus (continued)		<p><b>Flexible Support grant Funding Provision</b> New Sports Motivational Programme (2 courses) to run in Dunoon from October 2012</p> <p>'Health Works' provision aimed at supporting JCP customers with health issues with regard to their journey back to work. Still be procured will be advertised on DWP website seeking invitations to tender</p>			
18 and over	<p><b>Training for Work (TFW).</b> <b>Argyll Training Ltd plus Lennox Partnership, DHP and TELL for the Helensburgh and Lomond area</b></p>			<p><b>TFW</b> Voluntary programme aims to get people, mainly the long term unemployed, into jobs through training and/or work experience. In general, the Jobcentre should refer those who have the ability and motivation to take on and/or retain employment <b>but</b> who need additional skills (i.e., a training need) and/or work experience to get a specific job or a specific type of job. Provision should be tailored to individual needs but clear information about local opportunities must be available to the Jobcentre and input to LMS. Programme can last up to 6 moths</p>		

<b>SERVICE: Provision, support and enhancement of skills for learning and employment</b>						
<b>Age Range</b>	<b>Organisation</b>	<b>Stage 1 Referral/ Engagement</b>	<b>Stage 2 Barrier Removal</b>	<b>Stage 3 Vocational Activity</b>	<b>Stage 4 Employer Engagement and Matching</b>	<b>Stage 5 In-work Support</b>
18 and over	<b>Skill Development Scotland</b>	Identification of customers who need to develop <b>Career Management Skills</b> , and referral to partner organisation as appropriate.	Support the implementation of the <b>Adult Literacies</b> in Scotland 2020 strategy.	Through SDS's partnership with Jobcentre Plus and other Argyll employability partners (BASES Better Alignment of Scottish Employability Services); make adults aware of the employability benefits of <b>My World of Work</b> .	Funding of <b>National Training Programmes</b> by providers contracted to SDS: Training for Work, Modern Apprenticeships	<b>Employment Recruitment Incentive Flexible Training Opportunities Low Carbon Skills Fund</b>
18 and over	<b>HIE</b>			<b>GRADUATE PLACEMENT PROGRAMME</b> Graduates undertake a programme that contributes to business growth or diversity.		
16 – 19 years	<b>Argyll, Clydebank and James Watt Colleges</b>			<b>FE Colleges</b> Offer a very wide range of vocational education and training - in college, in the workplace and in some cases by combining both college and workplace training. The range is extensive and can be seen on their respective websites.	<b>FE Colleges</b>	

**SERVICE: Support for long term unemployed/employed**

Age Range	Organisation	Stage 1 Referral/ Engagement	Stage 2 Barrier Removal	Stage 3 Vocational Activity	Stage 4 Employer Engagement and Matching	Stage 5 In-work Support
18 and over	<p><b>Argyll and Bute Council Employability Team super subcontractor for Working Links.</b></p> <p><b>Ingeus</b></p>	<p><b>Work Programme</b> - referrals through Job Centre Plus/DWP, all customers on JSA, ESA and Volunteers.</p> <p>Individual assessments carried out, inductions delivered to each customer and an Into Work Plan is created based upon customer experience and ability.</p> <p>Meaningful contact on a twice monthly basis established with each customer, Job Search Portal access provided through the CRM system, Into Work Plan, C.V. both updated on a regular basis, substantial engagement for two year period established.</p> <p>Each customer has their own dedicated/named Customer Support Advisor allocated to them.</p> <p>Delivery of the <b>Mandatory Work Activity</b> Programme. Each customer in this group sourced a work placement for four weeks as a mandatory requirement of the programme. Each customer supported through this process.</p> <p>All customers encouraged to use the customer feedback</p>	<p><b>Work Programme:</b> Operating to the customer Into Work Plan and assessment, support offered to remove barriers/issues relating to employment opportunities.</p> <p>Regular meaningful contact allows opportunity for ongoing assessment and referral onto other more specialist providers should accentuated barriers require this.</p> <p>Continual support provided by Customer Support Advisor.</p> <p>Special facilities sourced and provided for those experiencing mental health or physical barriers to employment.</p>	<p><b>Work Programme.</b> Opportunities to develop individual work experience through a number of routes. External work placements, work experience within Employability Workshops, Access to "in house" training supporting deficiencies in literacy and numeracy and real time work experience on a range of external contracts enabling the achievement of a reference and an in work role.</p> <p><b>Mandatory Work Activity.</b> Matching of the individual to the work placement and opportunity for progression</p>	<p><b>Employer Database</b> held by each Area Team Leader in each of their respective areas, regular meetings held with potential employers. Database updated on a quarterly basis, providing information on employment trends, by sector and number.</p> <p>Establishment of the new Employment Agency working to match and advertise opportunities for the customer and the employer.</p> <p>Marketing provided to ensure continual knowledge of programmes and opportunities.</p>	<p>All customers offered an In Work Support and Progression Plan (IWSPP)</p> <p>Through the first 9 weeks of employment, Customer Support Advisor makes regular contact on a weekly basis to ensure both customer and employer are happy with their situation.</p> <p>Weeks 9-26 each customer is offered fortnightly contact and then monthly contact through to the end of their sustainment period which either 13 or 26 months.</p> <p>These contact periods offer the customer the opportunity to have their C.V. continually updated along with other progression needs in order to allow for future opportunities should they arise.</p>

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<b>SERVICE: Support for long term unemployed/employed</b>						
<b>Age Range</b>	<b>Organisation</b>	<b>Stage 1 Referral/ Engagement</b>	<b>Stage 2 Barrier Removal</b>	<b>Stage 3 Vocational Activity</b>	<b>Stage 4 Employer Engagement and Matching</b>	<b>Stage 5 In-work Support</b>
20 +	<b>SDS</b>	Identification of customers who need to develop <b>Career Management Skills</b> , and referral to partner organisation as appropriate.	Support the implementation of the <b>Adult Literacies</b> in Scotland 2020 strategy.	Through SDS's partnership with Jobcentre Plus and other Argyll employability partners (BASES Better Alignment of Scottish Employability Services); make adults aware of the employability benefits of <b>My World of Work</b> .	<b>Training for Work</b>	<b>Flexible Training Opportunities</b> <b>Low Carbon Skills Fund</b>
16 – 65 years	<b>Community Learning and Development - Adult Learning</b>		<p><b>Voluntary Job Information Clubs / Learner Drop-In</b> provision, help with access to internet job searches and local job-related information, with voluntary referrals for help with CVs, interview skills and 1:1 guidance.</p> <p><b>Work with Criminal Justice</b> ex-Offenders on a variety of learning needs (referrals-based).</p> <p>Pilot in Cowal of 6wk intensive (voluntary) IT for Beginners course, tailored to JC+ clients.</p> <p>Range of <b>voluntary needs-led community-based courses</b> (accredited or non-accredited) available (depending on numbers)</p> <p><b>Adult Literacy and Numeracy</b> 1:1 or group (Drop-In) provision.</p>	<p><b>Community-based commercial employment-specific training</b>, in partnership with Argyll College: eg. Personal Bar Licence; Food Hygiene; First Aid, etc</p> <p>1:1 support to apply for Construction Skills CSCS cards.</p> <p>1:1 support to prepare for police and other vocational entrance test/exam requirements.</p>		<p><b>Workplace English</b> for Speakers of Other Languages (ESOL) classes offered (currently dependant on external SG funding)</p> <p><b>Workplace literacy</b> provision available on request</p>

			English for Speakers of Other Languages (ESOL) classes offered.			
<b>SERVICE: Support for long term unemployed/employed</b>						
Age Range	Organisation	Stage 1 Referral/ Engagement	Stage 2 Barrier Removal	Stage 3 Vocational Activity	Stage 4 Employer Engagement and Matching	Stage 5 In-work Support
18 and over	<b>Business Gateway</b>					<p><b>Business advice</b>  <b>Business skills workshops for employers</b>  Information for employers provided either online, via printed guides, or interactive tools e.g.  * Tax and payroll information</p> <p>Signposting of <b>funding opportunities for employers</b>  * Access to a database of grant funding  * Common referrals include to SDS, JobCentre Plus</p> <p><b>Signposting of other support for employers</b>  * Referral to sector specific support organisations. For example Scotland Food and Drink, Scottish Manufacturing Advisory Service</p>
18 and over	<b>NHS Highland</b>					<p><b>Treatment services:</b>  E.g. Musculoskeletal problems, mental health and addiction problems</p> <p><b>Healthy Working Lives</b>  National programme to promote and improve occupational health and safety within a workplace setting.</p>
18 and over	<b>Princes Trust – Youth Business Scotland</b>					<p><b>Pre-start Market Test Grants</b> (£250) to help people test the viability of their business idea, low-</p>

interest loans (3%) of up to £5000; additional start-up grant of up to £500 (for long-term u/e or disadvantaged).

**SERVICE: Support for long term unemployed/employed**

Age Range	Organisation	Stage 1 Referral/ Engagement	Stage 2 Barrier Removal	Stage 3 Vocational Activity	Stage 4 Employer Engagement and Matching	Stage 5 In-work Support
18 – 20 years	<b>Argyll Voluntary Action</b>	Additional advice and support by referral from partners. Developmental Programmes	<b>STEPS</b> Personal Development course Confidence Building Motivational and goal setting programmes	<b>ASDAN and SALTIRE</b> Accredited achievement of awards of completion of courses. ASDAN courses include Certificate of Personal Effectiveness (CoPE), Personal and Social Development (PSD) and many other short courses. Personal confidence programme delivered by qualified facilitator	Third Sector Partner engagement with Community Jobs Scotland	<b>Business Support</b> includes: <ul style="list-style-type: none"> <li>- Policies and procedures for employers;</li> <li>- CRBS/PVG;</li> <li>- First time employers</li> <li>- Independent examination of accounts</li> <li>- Payroll services</li> <li>- Directors duties</li> <li>- Data Protection</li> <li>- Range of business related workshops and courses.</li> </ul>



## Argyll and Bute Youth Employment Action Plan

1. Support and Activity				
Action	Cost and Approval Status	Key Milestones/Outcomes	Lead Responsibility	Progress (comment)
<p>The partners are mapping and aligning their collective resources in order to provide a seamless and readily accessible service for individuals and businesses.</p> <p>National Indicator 10: increase the number of school leavers in positive and sustained destinations - FE/HE/employment or training approximately 9 months after leaving school.</p>	To be confirmed at Council meeting on 22/11/12	<p>Skills Pipeline completed for each key partner organisation.</p> <p>Education/O4A: Risk Matrix for Early Identification Education/O4A/SDS: SLDR SDS: Targeted support through career coaching</p>	Argyll and Bute Employability Partnership* Education/O4A/SDS:	
2. The Employer Offer				
Action	Cost and Approval Status	Key Milestones/Outcomes	Lead Responsibility	Progress (comment)
<p>Businesses and organisations need to know what support is available and how to access and secure it. In practice, as there is no one 'right door' to assistance, the Employability Partnership requires to be organised to promote a co-ordinated 'offer' to business. Business Gateway is a key partner within the Employability Partnership and is well placed to play a key role in this work.</p>	To be confirmed at Council meeting on 22/11/12		Argyll and Bute Employability Partnership*	
3. Future Job Opportunities				
Action	Cost and Approval Status	Key Milestones/Outcomes	Lead Responsibility	Progress (comment)
<p>It remains a challenge to correctly identify the sector skills needs of employers and successfully align this with the career choices of Argyll and Bute's young people. This requires industry to clearly articulate what they need from the future workforce (sector skills strategies) and for our young people to be inspired and knowledgeable about the career options open to them. This will be a key issue to be addressed at the Rural Action Forum on Youth Employment on 5<sup>th</sup> November 2012.</p>	To be confirmed at Council meeting on 22/11/12		Argyll and Bute Employability Partnership	

<b>4. Identifying barriers and gaps preventing young people moving forward (including Strategic Skills Pipeline)</b>				
<b>Action</b>	<b>Cost and Approval Status</b>	<b>Key Milestones/Outcomes</b>	<b>Lead Responsibility</b>	<b>Progress (comment)</b>
Targeted support to young unemployed people, aged 16-19	To be confirmed at Council meeting on 22/11/12	Sustained progression resulting in economically active individuals e.g. progression through A/A to GRFW to employment  Training placement availability across the area  Increased opportunities for those in own tenancy and/or LAAC young people to progress into education, employment and training.	Argyll and Bute Employability Partnership	
<b>5. Finalise Argyll and Bute Youth Employment Action Plan (including Strategic Skills Pipeline)</b>				
<b>Action</b>	<b>Cost and Approval Status</b>	<b>Key Milestones/Outcomes</b>	<b>Lead Responsibility</b>	<b>Progress (comment)</b>
Draft paper approved by Argyll and Bute Employability Strategy Group at meeting on 3 <sup>rd</sup> October 2012. Paper then sent to Jean Millar by 9 <sup>th</sup> October for approval at DMT/SMT that is due to take place on 15 <sup>th</sup> October 2012. Presented to the Council on 25 <sup>th</sup> October 2012.  Feed in comments collated further to the Rural Action Forum on Youth Employment on 5 <sup>th</sup> November 2012 into the Argyll and Bute Youth Employment Action Plan (which includes the Strategic Skills Pipeline).  Ongoing review of Argyll and Bute Employability Partnership.	To be confirmed at Council meeting on 22/11/12	Draft Youth Employment Action Plan written by 31 <sup>st</sup> October 2012.  Approval of Youth Employment Action Plan (including Strategic Skills Pipeline) by 31 <sup>st</sup> December 2012	Argyll and Bute Employability Partnership	
<b>6. Monitoring of Argyll and Bute Youth Employment Action Plan (including Strategic Skills Pipeline)</b>				
<b>Action</b>	<b>Cost and Approval Status</b>	<b>Key Milestones/Outcomes</b>	<b>Lead Responsibility</b>	<b>Progress (comment)</b>
Partnership review of the Youth Employment Action Plan (including Strategic Skills Pipeline)	To be confirmed at Council meeting on 22/11/12	Quarterly reviews, starting in March 2013.  SLDR information produced by SDS in December 2012 and June 2013	Argyll and Bute Employability Partnership  SDS	

## SKILLS PIPELINE ORGANISATIONS AND KEY CONTACTS

ORGANISATION	ORGANISATION DESCRIPTION	KEY CONTACT	Telephone	E-Mail
<b>Argyll and Bute Council Community Services: Education</b>	Provider of early years, primary and secondary education (from 3 – 18 years) across Argyll and Bute.	Carol Evans	01631 568984	Carol.evans@argyll-bute.gov.uk
<b>Argyll and Bute Council Community Services: Opportunities for All (O4A)</b>	O4A is an explicit commitment to an offer of a place in learning or training to every 16 -19 year who is not currently in employment, education or training. O4A builds upon the planning and processes of 16+ Learning Choices.	Aileen Goodall	01369 708544	16+learningchoices@argyll-bute.gov.uk
<b>Argyll and Bute Council Community Services: Education Psychologists</b>	Provide a wide range of advice and consultation to parents, school staff and partner agencies including colleagues in Social Work and Health, with regards to pupils with Additional Support Needs.	Roslyn Redpath	01369 708537	Roslyn.redpath@argyll-bute.gov.uk
<b>Argyll and Bute Council Community Services: Youth Services</b>	Argyll and Bute Council's Youth Service Team works directly with young people aged 11 to 25 with a particular emphasis on 14 to 18 year olds. The team operates in learning communities across the authority using a youth work approach and methodology to engage with young people.	Martin Turnbull	01369 708542	Martin.turnbull@argyll-bute.gov.uk
<b>Argyll and Bute Council Community Services: Adult Learning</b>	Working with age group 16-65, offering easily accessible "first-steps" opportunities for learning. Our group work, courses and one to one support services are available in community venues. We can help to improve employability skills, including ICT, confidence and wellbeing, life skills, literacy and numeracy, and much beside. All our programmes and interventions on learners' expressed wishes and needs, thereby achieving greater effectiveness. The service has an inclusive approach but actively targets those most at risk of exclusion, such as people who are unemployed, on a low income, experiencing health, mental health and addiction issues, or who have barriers to accessing learning	Jeannie Hollis	01546 604753	Jeannie.hollis@argyll-bute.gov.uk
<b>Argyll and Bute Council Employability Team</b>	Provides a range of contract related services such as Work Programme, Mandatory Work Activity, Job Centre Plus Support Contract, plus a range of other employment related support to a range of customer groups.	Ray McIntosh-Walley	01586 551389	ray.mcintosh-walley@argyll-bute.gov.uk
<b>A4e</b>		Elizabeth Hendry	07545 422 632	
<b>ABSEN</b>		Bill Stewart	07932 622 952	william.stewart@absen.org.uk

<b>Argyll College</b>	Access information via college website <a href="http://www.argyllcollege.ac.uk">www.argyllcollege.ac.uk</a>	Fraser Durie	01631 559755	fraser.durie@argyllcollege.ac.uk
<b>Argyll Training Limited</b>	Provides a range of employability and industry recognised courses and qualifications on a contractual basis on behalf of Skills Development Scotland and DWP, these include: Get Ready for Work, Training for Work, Modern Apprenticeships, Jobcentre Plus Support Programme, Vocational Routeways (DWP Work Programme). Also an approved ILA Scotland provider	Fraser McCowan	01369 704586	fmcowan@argylltrainingltd.co.uk
<b>Argyll Voluntary Action</b>	AVA is the support organisation for the Third Sector in Argyll and Bute and as such offers support in information, training and supports and enables volunteers to access volunteering opportunities within the work environment. AVA works closely with Volunteer Involving Organisations and we also support the Saltire Awards through which younger people are rewarded for their contribution to volunteering and to their communities. AVA delivers a range of additional services including volunteer time bank activities, the personal development course "Steps to Excellence" as well as working closely with partners in Health in the redesigning of mental health services and supporting the delivery of the Reshaping Care for Older People across Argyll and Bute. Our Project "Involving to Devolving – Influencing Change" combines representational work with empowerment for individuals and communities. The "Survive to Thrive" Project aims to support survivors of domestic abuse to have an increased sense of self-worth and emotional wellbeing. AVA supports new and existing organisations and enterprises with a range of skills based training, from start-up, employment and management issues.	Glenn Heritage/ Senga Cakebread	01631 564839	glenn@argyllvoluntaryaction.org.uk senga@argyllvoluntaryaction.org.uk
<b>Argyll and Bute Council: Business Gateway</b>	Business Gateway provides support to employers in the form of practical advice for both new and existing businesses. The support is free and open to all businesses and the self-employed across Argyll and Bute	Kate Fraser	01546 605453	Kate.fraser@argyll-bute.gov.uk
<b>Clydebank College</b>	Further and Higher Education institute.	Gill Watt	0141 951 7409	Gill.watt@clydebankcollege.ac.uk

<b>DHP</b>	Provides Training for Work Self Employment option on behalf of Skills Development Scotland and The Enterprise strand of the Ingeus Work Programme Provision.	Jacqui Black Angela McEwan	0141 221 9798 0141 221 9798	<a href="mailto:jacqui@dhpScotland.co.uk">jacqui@dhpScotland.co.uk</a> <a href="mailto:angela@dhpScotland.co.uk">angela@dhpScotland.co.uk</a>
<b>HIE</b>	Highlands and Islands Enterprise is a regional economic development agency which aims to deliver the Government Economic Strategy by working with businesses and social enterprises to help them achieve their ambitions for growth enabling them to increase local employment opportunities. This includes a graduate placement programme where a graduate undertakes a project that enables business growth or diversity. New jobs are also brought to the area by attracting and encouraging new inward investments and encouraging businesses to enter international markets particularly in Growth Sectors such as tourism, renewable energy and life sciences including marine science.	David Smart	01546 605425	<a href="mailto:david.smart@hient.co.uk">david.smart@hient.co.uk</a>
<b>Ingeus</b>	Provision of Work Programme similar to that of Employability Team.	Kris Wesencraft Britanny Jack	07880193 233 07837 046 020	
<b>Job Centre Plus</b>	JCP offers a range of support service to the individual and organisations delivering a number of DWP related programmes. These range from opportunities through work experience promotion to companies in support of those about to leave education and those who have been unemployed for some time. They offer Sector-Based Work Academies in Scotland, assisting those ready for work and receiving benefit to move into secure employment. Further, they offer a range of Work Trials for the individual at no cost to the prospective employer. Importantly, JCP offers the Flexible Support fund in Scotland which is available to trainers and employers and is seen as a significant support mechanism in the quest for full time sustainable employment.	Yvonne O'Hara	0141 800 2026	<a href="mailto:Yvonne.o'hara@jobcentreplus.gsi.gov.uk">Yvonne.o'hara@jobcentreplus.gsi.gov.uk</a>
<b>Lennox Partnership</b>	Provides a range of employability and industry recognised courses and qualifications on a contractual basis on behalf of Skills Development Scotland under the Training for Work Programme	Anne Rhattigan	0141 951 1131	<a href="mailto:Anne.rhattigan@thelennoxpartnership.org">Anne.rhattigan@thelennoxpartnership.org</a>

<b>NHS Highland</b>	<p>The NHS does not have specific services in relation to employability, however there are a number of services relevant to this area:</p> <p>Primary Care – GPs use Fit Notes when patients are to be signed off work. This will identify if the patient is fit to undertake any duties or must be absent from work.</p>	Alison McGrory	01586 552224	Alison.mcgrory@nhs.net
<b>Princes Trust – Youth Business Scotland</b>	<p>Established in 1989 as The Prince's Scottish Youth Business Trust (PSYBT) and merged with The Prince's Trust on 1<sup>st</sup> April 2012 to become Youth Business Scotland, part of The Prince's Trust. We have 18 Regional Managers covering the whole of Scotland who deliver the same service across the board. We support people aged 18-25* start up and continue in business.</p> <p>*We can sometimes support applicants up to 30 where the person has a disability, is a resident on one of the islands or is part of a partnership where the majority of partners are under 25.</p>	Sharita Guy	07917 305 553	Sharita.guy@princes-trust.org.uk
<b>Skills Development Scotland (SDS)</b>	<p>SDS helps the skills and learning system to better respond to the needs of the economy, and to help individuals and businesses access the right learning and skills development opportunities.</p>	Roddy Bailey	07765 896 350	rodny.bailey@sds.co.uk

## ACCRONYM REFERENCE GUIDE

QUALIFICATIONS AND COURSES		PARTNER AGENCIES	
AoPE	Award of Personal Effectiveness	ABC	Argyll and Bute Council
ASDAN	Award Scheme Development and Accreditation Network	ABSEN	Argyll and Bute Social Enterprise Network
CoPE	Certificate of Personal Effectiveness	AC	Argyll College
DofE	Duke of Edinburgh	ATL	Argyll Training Limited
ESOL	English for Speakers of other Languages	AVA	Argyll Voluntary Action
FE	Further Education	CLD	Community Learning and Development
GRFW	Get Ready For Work	DWP	Department of Work and Pensions
HE	Higher Education	HIE	Highlands and Islands Enterprise
HNC	Higher National Certificate	JC+	Job Centre Plus
HND	Higher National Diploma	NHS	National Health Service
MA	Modern Apprenticeship	O4A	Opportunities for All
PSD	Personal and Social Development	SDS	Skills Development Scotland
PTXL	Prince's Trust XL	16+LC	16+ Learning Choices
SQA	Scottish Qualifications Authority	UHI	University of the Highlands and Islands
SVQ	Scottish Vocational Qualification		
TFW	Training for Work		
YAA	Youth Achievement Awards		

MISCELLANEOUS	
BASES	Better Alignment of Scottish Employability Services
CfE	Curriculum for Excellence
CMS	Career Management Skills
CRBS	Central registered Body in Scotland
ESA	Employment and Support Allowance
JSA	Job Seekers Allowance
LAAC	Looked After and Accommodated Children
MWOW	My World of Work
NEA	New Enterprise Allowance
NOMIS	National Official Labour Market Statistics
PVG	Protecting Vulnerable Groups
SLDR	School Leaver Destination Return

