

Review of Work-based mentoring approaches

Final Report for

**Employability and Skills Division
The Scottish Government**

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WORK-BASED MENTORING: EXECUTIVE SUMMARY

Introduction

This report presents the findings of a study commissioned by the Scottish Government's Employability and Skills Division. The aim was to consider the role of work-based mentoring in developing the skills and employability of young people.

The context for work based mentoring

The most recent Scottish Government figures indicate that that in 2006 there were 23,530 young people in Scotland not in education, employment or training, representing 8.9% of the 16-19 population. More than one third (36%) of this group are school leavers with the remainder 18 -19 year olds eligible for DWP benefits.

Analysis of the data shows that:

- The geographical spread is uneven with highest rates in East and North Ayrshire, West Dunbartonshire, Clackmannanshire and Dundee
- In all age groups males outnumber females
- Specific sub groups more likely to be in negative destinations include
 - Looked after children and care leavers
 - Carers
 - Young parents
 - Young offenders
 - Young people with physical/mental health problems
 - Young people with drug and alcohol problems

There has been much recent activity identifying what works in supporting these young people into positive destinations. More Choices More Chances set out effective characteristics of working effectively which included: adopting a client focused approach; providing high quality and ongoing assessment and action planning; focusing on progression; engaging employers and demonstrating clear evidence of impact.

The recent evaluations of the Get Ready for Work (GRFW) programme echoed these and noted that good practice approaches tended to:

- Engage employers at the earliest stages of participant engagement, and based on a full understanding of the reasons and motivations for employer involvement
- Mix GRFW trainees where applicable with adult groups
- Include high profile, practical and meaningful project based work on activities of wider community benefit
- Use accreditation and recognised awards for participants wherever possible
- Adopt imaginative development of core skills through non classroom/"paper exercise" approaches. For example, through integration with practical project work

The WBM case studies

The study involved an initial scan to produce a long list of work-based mentoring models. From the fourteen longlisted projects we focussed on seven which provided a varied sectoral focus, engagement with differing employer types, a good geographical spread and mix of those with an area based and generic focus.

The case studies included two versions of the Working Rite model, an approach which links young people with small businesses working in their community.

The seven case studies were:

- Port of Leith Housing Association (Working Rite model)

This project is funded by the GRFW programme and provides a 26 week opportunity for young people interested in the construction sector. Trainees are recruited via Careers Scotland and after a short induction are based in the workplace and linked to a mentor. The project now has 26 participating companies and provides access to a wide range of trades. Trainees take home £___ per week contributed by POLHA and an employer contribution of £___ per week. There has been no independent evaluation of the project but the available data indicates that it has a positive outcome rate of 89% and a unit cost of £___ per positive outcome.

- Glasgow South West Regeneration Agency (Working Rite model)

The Youth Employment and Transition Support (YETS) project is also based on the Working Rite model operated by Port of Leith. It is delivered by the GSWRA and targeted at young people struggling to make a successful transition post school. Guidance support in schools and a community support facility ("Stop at the Shop") are important referral routes. The model resembles the previous case study with some minor differences. It is funded through ESF, Community Regeneration Fund and employer contributions. By the summer of 2007 43 young people had been given a placement opportunity with 80% of completers moving into full time apprenticeships.

- Princes Trust 'Get Into Work'

Get Into has been operational in the UK since 2001 and it focuses on growth sectors which are attractive to the target client group, which is 16-25s who are disadvantaged in the labour market. In Scotland it is delivered in Glasgow, with plans to extend to Tayside. The Princes Trust works closely with referral agencies – including Careers Scotland, Jobcentre Plus and Young Offending Teams – to recruit participants. The model consists of short focussed programmes linked to employment opportunities in sectors which include retail, cooking/hospitality, construction and health/social care. Trainees can continue to claim benefits whilst taking part and in 2006/07 84% of them progressed to a positive destination. The unit cost per successful outcome is £___.

- Scottish Business in the Community 'Ready for Work'

Ready for Work was originally targeted at homeless clients and it provides a placement opportunity linked to vacancies identified by SBC members companies, which include Marks and Spencer, John Lewis and the John Wood Group. Voluntary sector support networks help identify potential clients and after a three day induction they participate in a short placement (average two weeks) with the employer. During this time they are supported by a mentor from the host business. 54% of participants progressed into employment between 2004 and 2007 and 76% of them were still in work at the six month stage. Ready for Work is in operation in Edinburgh, Inverness, Glasgow and Aberdeen.

- The Shirlie Project – Get Ready for Work pilot in Skye and Lochalsh

The Shirlie Project Skye and Lochalsh pilot targeted young people aged 16 and 17 with additional support needs. Delivered in a large remote rural area with low client volumes, the pilot relied on local networks and Careers Scotland for referrals. The delivery model adopted a person centred planning approach and the key features included a supported employer placement (maximum 20 weeks) and initial engagement and profiling work by a Shirlie Project job coach. There was also support in the form of 'drop in' aftercare at the exit point. Positive outcome rates were 50% which represented a 20% improvement on previous GRFW performance in the area.

- Barnardos - Youthbuild Paisley

Youthbuild Paisley (YP) is based on an American model and has been running since 1999 with different funding mixes over the years. It targets 16-18 year olds with additional support needs and the current funding package focuses on the most deprived local datazones. Ongoing support is provided by Barnardos and this enables them to gain CSC cards and to access driving lessons. During the initial 13 weeks clients receive programme allowances after which point they are paid the rate for the job. The operation is small scale and the most recent evaluation showed that nine completers in 2004/05 progressed into positive outcomes – 6 into construction, 2 into other sectors and 1 into further education.

- Glasgow City Council Traineeship programme

The GCC Traineeship programme forms part of the authority's integrated approach to tackling supporting young people's employability. Following recent changes the authority now has a corporate approach to training which encompasses GRFW, Skillseekers and Modern Apprenticeships. The Traineeship programme supports the fifty unsuccessful MA applicants with the highest support needs and offers them a 52 week placement in one of the GCC departments. There the support package includes one to one input from a departmental supervisor assigned in advance. At the end of its first operational year the programme supported 52% of participants into employment, 33 of whom found positions within the Council.

These interventions reflect the good practice features identified earlier. Many have a sectoral focus, either on construction or in sectors where there are anticipated jobs, such as retail and hospitality. Front line staff working with trainees often have a background in these sectors, so can bring a working knowledge of their requirements. Strong employer links is another clear feature of these approaches, with training and support informed by workplace requirements. The calibre of front line staff – both in maintaining the employer relationship and delivering the training – is also a shared feature of these interventions. Finally, where housing associations are involved we can see close links between skills development activity and the wider community regeneration effort.

However, despite the success of these approaches, each of them faces challenges around financing the model. In each case a cocktail of funding supports the approach and these are invariably short term and insecure.

1. INTRODUCTION

1.1 Introduction

This report presents the findings from a study commissioned by the Scottish Government's Employability and Skills Division. The work was designed to provide a better understanding of the role work-based mentoring can play in developing the skills and employability of young people. It was undertaken between August and October 2007.

1.2 Background

This is an exciting time for skills in Scotland. It is also a challenging time, as we become increasingly aware of the need to raise our game if we as a small national can continue to punch our weight on the global stage.

Successfully equipping our people with the skills and confidence required for the twenty first century must start early. Within schools there is a growing acknowledgment of this, which A Curriculum for Excellence seeks to address. However, the school experience still remains a negative one for too many of our young people, as the statistics show.

Supporting all of our young people to make a successful transition beyond school is a key priority for the Scottish Government. The importance of this was spelled out in More Choices More Chances, and recently reinforced in the national skills strategy.

This work forms an important part of that agenda. Its starting point is that we must get better at supporting this key transition stage. To do this requires a wide range of interventions, in the knowledge that different people respond to different approaches.

But the good news is that we do not start with a blank sheet of paper. We know what works and we also have examples of successful approaches across the country. We know, for example, that many young people who struggle at school respond quite differently in a work environment. We also know that involving employers often makes a big difference, because many young people respond well to a real work place.

This study was commissioned to improve our understanding of the role and potential of approaches which have these principles at their heart. "Work based mentoring" is a term which covers a variety of models, and this report identifies a number of approaches and the shared features amongst them. It also highlights lessons learned and the future potential they offer. In doing so it contributes to the aims of the skills strategy and the priorities identified in More Choices More Chances.

It also addresses the SNP manifesto commitment to explore the potential of work based mentoring approaches in raising employability levels amongst young people with additional support needs. In particular, it offers an opportunity to examine the Working Rite model, referred to in the manifesto, in some detail.

The final important background element relates to the Get Ready for Work (GRfW) programme. This is the national intervention aimed at young people with additional support needs. The commissioning of this study stemmed from discussions around the ongoing review of this programme, and some of the approaches examined here are financially supported by it, as we discuss further below.

1.2 Aims and Objectives

The overall aim of the assignment, as described in the study brief was to:

“...understand the models currently delivering “work-based mentoring” both within the GRfW programme and separately”

The specific tasks identified were to:

- a) investigate the range of work-based mentoring activities which are already part of GRfW delivery;
- b) investigate a range of other successful work-based mentoring approaches which are not connected with GRfW;
- c) establish the features of work-based mentoring projects which are successful and those which are unsuccessful;
- d) provide an overview of how work-based mentoring projects are funded;

1.4 Study process

The core of this work is provided by the seven detailed case studies of WBM approaches which are presented in section 3. The identification and selection of these involved an initial scanning process which is explained in the body of the report. Our approach has aimed to ensure that the process has been as comprehensive and inclusive as possible, with particular attention being paid to the views of employers and programme participants.

The work has involved a mix of research methods and the key features have been:

- Desk-based research (data review, scanning for WBM models, document review etc)
- Face to face interviews with key witnesses¹
- Face to face consultations with stakeholders involved in the WBM case studies – which has included training providers, housing associations, employers and programme participants
- Analysis and reporting

1.5: Report layout

The remainder of this report is set out as follows:

- Section 2: The Work Based Mentoring Context
- Section 3: The Case studies

¹ Defined as experts with detailed knowledge of some or all of the approaches – participant details are attached as Appendix 1

2. THE CONTEXT OF WORK BASED MENTORING

2.1 Introduction

In this section we discuss the context for this study which includes some analysis of the data around the target client group, discussion of the characteristics of the group and reflection of what works in supporting their progress towards work.

This first part of the section draws upon available data sources, key strategy documents and available evaluation studies including our own review of the Get Ready for Work (GRfW) programme.

The second part of the section discusses the long list of approaches considered by our review and considers some of the shared themes amongst them. We also explain our short listing process which enabled us to identify the case studies discussed more fully in the following section.

2.2. Profile of the NEET Group in Scotland

Overview and trends

Latest figures released by the Scottish Government in May 2007², indicate that the number of young people who were NEET in Scotland in 2006 was around 23,530 representing 8.9% of the 16-19 population. The NEET population is made up of school leavers who are unemployed on leaving school, and young people aged 18-19 who are economically inactive and claiming benefits. In Scotland in 2006, the proportions of the NEET group was as follows:

NEET level 2006	Unemployed school leavers	18-19 benefit claimants	Total NEET
Scotland	8,450	15,080	23,530 (8.9%)

Source: Scottish Government NEET data-set

The NEET rate has dropped by 1.8% across Scotland over the last 4 years, from a level of 27,550 (10.7%) in 2003.

Benefit claimants who are NEET

Of the 23,530 NEET group, 64% are 18-19 year olds who are economically inactive and claiming benefits. In terms of the make-up of those claiming benefits in Scotland, 55% are unemployed and claiming Jobseekers Allowance, 24% are claiming Incapacity Benefit, 16% are lone parents, and 5% claim other types of benefit.

18-19 year old benefit claimant levels, Scotland, 2006

Nov 2006	Total	Jobseekers	Incapacity Benefits	Lone Parents	Others
Scotland	15,080	8,260 (55%)	3,680 (24%)	2,410 (16%)	740 (5%)

Source: Scottish Government NEET data-set

Since 2003, the number of young people aged 18-19 claiming benefits in Scotland has fallen by 6.3%, from 16,100 to 15,080.

Latest figures show that there were 9,065 young people aged 19 and under (includes some 17 and under claimants) unemployed and claiming JSA in Scotland in

² Supplied by the Scottish Executive, Analytical Services Team. Figures are rounded to the nearest 10

September 2007. This represents 12.7% of all JSA claimants. Of these JSA claimants, 5,495 were young males and 3,570 were females.

School leavers who are NEET

Of the 2005/06 cohort of school leavers in Scotland, 8,450 had "negative destinations" (at the time of the October 2006 survey). They accounted for 36% of the NEET group in Scotland. Of these leavers, 74% (6,290) were unemployed and seeking work, whereas 26% (2,160) of the group were unemployed and not seeking work. The number of NEET school leavers in Scotland has fallen by 26% since 2002/03, when they represented 20% of all Scottish school leavers, to 15% of all leavers in 2005/06. In terms of the "positive destinations" of school leavers in 2005/06, 30% went into Higher Education, 23% into Further Education, 5% into training, and 26% went into employment.

Geographic distribution

The following table shows the breakdown of the NEET group in Scotland by local authority area. It shows that a small number of local authorities account for a significant proportion of the NEET population – those with the highest numbers being found in Glasgow, Fife, Lanarkshire and Edinburgh. Those authorities with the highest rates of NEET in 2006 however were East and North Ayrshire, West Dunbartonshire, Clackmannanshire and Dundee.

Area	NEET in 2006	
	Level	Rate
East Ayrshire	820	12.9%
North Ayrshire	910	12.8%
West Dunbartonshire	630	12.8%
Clackmannanshire	320	12.4%
Dundee	960	11.3%
Glasgow	3330	10.5%
West Lothian	890	10.4%
Midlothian	430	10.3%
South Ayrshire	550	10.1%
North Lanarkshire	1640	9.7%
Inverclyde	420	9.7%
Renfrewshire	830	9.6%
Angus	480	9.5%
Dumfries & Galloway	640	9.4%
Falkirk	690	9.3%
East Lothian	410	9.3%
Fife	1800	9.2%
Moray	410	9.1%
Scotland	23530	8.9%
South Lanarkshire	1330	8.6%
Argyll & Bute	370	8.5%
Highland	800	8.1%
Scottish Borders	370	7.5%
Edinburgh	1700	7.4%
Aberdeen	720	6.8%
Perth & Kinross	420	6.5%
Orkney	60	6.2%
Eilean Siar	70	5.7%

Stirling	320	5.6%
Shetland	60	5.5%
East Dunbartonshire	300	5.4%
East Renfrewshire	250	5.2%
Aberdeenshire	620	5.2%

Age and Gender characteristics

Up to date NEET data is not broken down by age and gender, but previous analysis³ based on the 2001 Census provides the following observations

- Generally, there were more young men than young women who were NEET in any of the age groups, although there were gender differences in the peak ages for being NEET. The 2001 analysis showed that the highest proportion of NEET young men occurs when they were 18, whereas in females, the peak age was 19
- 71.4% of males who were NEET in 2001 were unemployed and 28.6% were economically inactive, whereas in females who were NEET, the split was more even, with just over 52% economically inactive, highlighting possible differences in the reasons for young men and women becoming NEET (including caring responsibilities etc)
- The percentage of people who are NEET varies considerably between males and females for some local authorities
- In terms of more recent data, information from the 2005/06 report on the destinations of Scottish school leavers⁴ shows that a higher percentage of male school leavers have negative destinations than females: 17% of male leavers had unemployed or unknown destinations compared to 14% of female school leavers. There were around 1,000 more NEET male school leavers than females in 2005/06
- Similarly, unemployment data highlighted earlier showed that there were more young unemployed men under the age of 19 than women
- Benefit data for February 2007⁵ which provides a gender breakdown for benefit claimants under the age of 25 highlights some differences between claimants: there were more male than female JSA, IB and disabled claimants, but significantly more females than males claiming lone parent support, carer support and other income related benefits

Circumstances and Characteristics of NEET- Key client groups in Scotland

Evidence has suggested that the two underlying factors most commonly associated with a young person becoming NEET are disadvantage and educational disaffection. Layered with these, a number of individual circumstances and barriers can make some young people particularly vulnerable to becoming NEET. "More Choices, More Chances" identified certain sub groups of young people more likely to be NEET, or at risk of becoming NEET. Some of the key statistics relating to these groups are summarised below:

Looked after children and care leavers

- There were 1,699 looked after young people aged 16 and over in Scotland in 2006. 1,383 were aged 16-17, and 216 were aged 18-21

³ Scottish Government: Analysis of 16-19 year olds not in Education, training or employment, Analytical Services Division, 2004

⁴ Scottish Government, Destinations of Leavers from Scottish Schools 2005/06

⁵ NOMIS, benefit claimant data

- 1,267 young people beyond the minimum school leaving age left care in Scotland in 2005/06⁶
- 50% of these young people had at least one SCQF qualification at level 3 or above and 34% had qualifications in Maths and English at level 3 or above
- 2,828 young people were receiving/or entitled to receive aftercare services in 2005/06. Of these, only 23% were known to be in employment, education or training. The remaining care leavers were either unemployed, economically inactive or unknown

Carers

- According to the most recent Census, 11,239 young people aged 16-19 were providers of unpaid care in 2001. Most of these young people provided care for between 1-19 hours a week, but 1,757 had caring duties for 20-49 hours a week, and 1,007 provided care for over 50 hours a week

Young parents

- In 2001, the Census also showed that there were a total of 6,490 young people aged 16-19 who were parents or step parents. Of this number, 3,811 were lone parents
- The benefit data highlighted earlier in this section shows that 2,410 young people aged 18-19 were lone parents claiming Income Support in November 2006
- There were 9,040 teenage pregnancies in Scotland in 2005, including 678 pregnancies amongst 13 – 15 year olds. The rate of teenage pregnancies in this year was 7.1 per 1000 13-15 year old girls, and 56.7 per thousand 15-19 year old girls
- Rates of teenage pregnancies rise significantly in the most deprived areas of Scotland: the overall average rate of teenage pregnancies amongst women aged 13-15 in 2005 was 34.8 per 1000, compared to 70.3 per 1000 in the 20% most deprived areas in Scotland

Young Offenders

- A total of 10,030 social enquiry reports on young offenders under the age of 21 were submitted to Scottish Courts in 2005/06. In terms of those receiving non-custodial sentences, the following orders were imposed⁷:
 - 1,615 community service orders
 - 2,208 probation orders
 - 775 probation orders with a condition of unpaid work
 - 44 drug treatment and testing orders
 - 860 supervised attendance orders
 - 433 restriction of liberty orders
 - 439 referrals to diversion from prosecution
- In 2005/06, 3,225 were sentenced to custody within a young offenders institution
- A total of 4,070 young offenders were released from custodial sentences in 2005/06. Of these, 3,797 were males, and 273 were females

Low attainment/no qualifications

- In 2005/06, 90.7% of S4 pupils gained 5+ Awards at SCQF level 3 (e.g. Standard Grade Foundation) or better
- The average tariff score of S4 pupils in 2005/06 at secondary schools in Scotland was 172, with a quarter of pupils obtaining a score of 118 or below

⁶ Scottish Government, Looked After Children 2005-06

⁷ Scottish Government, Criminal Justice Social Work Statistics 2005/06 report

- Attainment was generally greater for females than males in all stages and in all categories
- In S4, pupils attending schools in rural areas had higher average tariff scores than pupils attending urban schools
- Pupils registered for free school meals scored less on average than those who were not registered, and, pupils who live in the 15% most deprived data zones had lower average tariff scores than those in the other 85% of data zones
- 3.9 % of school leavers in 2005/06 obtained no awards at SCQF Level 3 or better (although some of these pupils will have achieved unit awards or Access 1 & 2 Cluster awards)
- 11% of school leavers who were registered for free school meals attained no awards at SCQF level 3 or better, compared to 3% of leavers not registered
- 12% of pupils leaving schools in large urban areas attained at least one award at SCQF level 7, compared to 16% of pupils leaving schools in accessible rural areas

Persistent truants

- In 2005/06, the overall rate of attendance at secondary schools in Scotland was 90.4%⁸, based on the percentage of half days across the year. The absence rate was subsequently made up of 7.6% authorised absences, 1.8% truancy and 0.2% temporary exclusions
- 1% of pupils are responsible for 39% of recorded truancy (all schools) and 10% responsible for over 90% of truancy
- The unauthorised absence rate in secondary schools was markedly higher among pupils receiving free school meals, those who were looked after, and those pupils with a Record of Needs or Individualised Education Plan
- A total of 36,136 pupils were excluded from secondary schools in Scotland in 2005/06, of which 27,312 were boys and 8,824 were girls. The total number of exclusions resulted in a rate of 114.4 exclusions per 1,000 pupils. Again this rate rose amongst pupils with a Record of Need or Individualised Education Programme, those receiving free school meals, and looked after pupils

Physical/mental health problems

- The most recent Census reported that a total of 13,667 young people in Scotland aged 16-19 had a limiting long term illness in 2001
- 12,019 pupils in secondary schools in Scotland had a Record of Needs (RoN) and, or an Individualised Education Programme (IEP) in 2005, representing 3.8% of secondary pupils
- Of secondary pupils with a RoN/IEP, 30% (3,540) had specific learning difficulties in language and/or maths (including dyslexia), 21% (2,481) had moderate learning difficulties, and 16% (1,934) had social, emotional and behavioural difficulties
- A further 7,037 pupils with a RoN/IEP were in Special Schools in Scotland in 2006
- The benefit data at the beginning of this section shows that 3,680 young people aged 18-19 in Scotland were in receipt of Incapacity Benefit in November 2006

Drugs or alcohol abuse

- 1,211 new patients/clients under the age of 19 were reported to the Scottish Drug Misuse Database in the year ending 31st March 2006. This only represents new clients attending services for their drug problems and will not include those already receiving a service
- Of the total number of new clients reported to the SDMD, 41% said they had started using illicit drugs when they were under 15 years of age, and 40% were

⁸ Scottish Government, Attendance and Absence in Scottish Schools 2005-06

aged 15-19 when they started using illicit drugs. 7% were under the age of 15 at the onset of problem drug use and 39% were aged 15-19 when problem drug use began

What does this information tell us about the employability support needs of young people who need more choices and more chances? Several messages are worth reiterating here.

The first is in relation to gender. The data for the group overall suggests that higher proportions of young men struggle to make a successful transition from school into the workplace. Indicators of this include the higher proportion of males (17%) to female (14%) school leavers going into negative destinations. Our study has noted that in 2005/06 there were around 1,000 more male NEET school leavers than females. We also see this imbalance continuing with the older group claiming benefits. In September 2007 5,495 JSA claimants were male and 3,570 female.

A number of factors are at work here. One is the different rate at which young men and women mature. Some of the young people who find it difficult to make the transition from school simply lack the maturity to thrive in a new environment – particularly one which is all age. Boys are more likely to be in this category, as their physical and social development often lags behind girls at this age.

Another factor is the changing labour market. Many of the high growth sectors are in the service sectors where employers are looking for particular competence sets: good communication skills, effective teamworking skills and customer handling abilities. Again, many young men at this age do not have these competencies. At the same time the sectors which may be of more interest to them – construction, manufacturing and other heavy industries – have declined in some areas and where they continue to grow they have steadily rising entrance requirements.

The third issue, interwoven with these two, is confidence. Statistical evidence continues to show that boys perform less well than girls at school and this will have an impact on their confidence. This may influence some of their post-school decisions, such as inclining them to avoiding 'classroom-based' approaches to training or institutional environments (as college is often perceived).

The data also shows gender imbalances amongst some of the core sub groups who are not in education, employment or training. For example, 76% of young people excluded from secondary schools in Scotland in 2005/06 were boys. Although not all of them continue to cause trouble, this imbalance is also reflected in the data for young offenders. 93% of young offenders released from custodial sentences were male in 2005/06.

The data on young offenders is particularly interesting because it shows that the majority of sentences passed were non custodial and were served in the community. Recent legislative changes⁹ mean that this trend will continue, as Ministers seek to tackle the capacity issue in prisons. Consequently, approaches which can effectively engage with these young men will be especially important as these changes bed in.

More Choices More Chances notes that 63% of young offenders are unemployed at the point of arrest. Consequently, approaches which are effective at engaging with disaffected groups of young men play an important part in the overall policy goal of reducing the number of young people leaving school for negative destinations.

⁹ Most notably the Custodial Sentences and Weapons (Scotland) Act

2.4 What works in supporting young people to make positive transitions?

Previous Scottish based research has indicated the growing significance of work-based mentoring type approaches within key employability interventions for disengaged groups.

This is echoed within More Choices, More Chances where the following characteristics of working effectively with young people are listed:

- **Adopting a client focused approach**
- Addressing barriers in a holistic way
- **Providing high quality and ongoing assessment and action planning**
- Supporting clients through advocacy
- Offering flexibility in programme duration
- **Focusing on progression**
- Anticipating vulnerability at times of transition
- Recognising that progressions will not always be linear
- Ensuring high quality and defined aftercare
- **Engaging employers**
- **Demonstrating clear evidence of impact**
- Involvement of young people in service design

Our case studies in section 3 suggest that the features highlighted in bold are particularly common across the examples given. Whilst we do not in any way suggest that these are exclusive to work based mentoring packages, the approach does tend to embed these strengths.

Also of direct relevance are some of the key messages from the 2006 evaluation of the Get Ready for Work programme in both the Scottish Enterprise and Highlands and Islands areas¹⁰.

These studies highlighted “good and bad” practice from across the country. In the former category the following characteristics, which are prevalent in work-based mentoring approaches, were identified:

- Employer engagement at the earliest stages of participant engagement, and based on an full understanding of the reasons and motivations for employer involvement
- Mixing GRFW trainees where applicable with adult groups
- High profile, practical and meaningful project based work on activities of wider community benefit
- Use of accreditation and recognised awards for participants wherever possible
- Imaginative development of core skills through non classroom/“paper exercise” approaches. For example, through integration with practical project work

In addition, findings from more recent work¹¹ have highlighted the value of early intervention activity with schools and established protocols for client-information sharing between service providers at the transition stage.

¹⁰ SEN Get Ready for Work programme evaluation - Smart Consultancy and Eddy Adams Consultants (June 2006); HIE Get Ready for Work programme evaluation - Smart Consultancy and Eddy Adams Consultants (June 2006).

Of equal importance is the absence within work-based mentoring packages of the approaches which were identified within the evaluations as requiring to be weeded out of the GRFW portfolio:

- Approaches which concentrate front end activity on lengthy periods of classroom based activity, and which use paper based exercises and assignments
- Late introduction of placements – based on self fulfilling predictions that clients “aren’t ready”
- Training packages which involve little or no participant contact for extended periods with adults - other than people employed by the training provider
- Static pre determined trainee programmes
- Programmes which involve no job/progression focus in defined time periods for participants

What is clear from this is that the features of good practice in supporting the target client group are already established. It is also clear that across the country there are service providers who are applying these features on a daily basis. However, few of these can be described as ‘work-based mentoring’. The only two interventions under the GRfW banner are included in this report, so it is clear that there are many other effective models supporting young people into work. The diversity of the client group requires an equal diversity of service responses, as what works for one young person may not work for another. Work-based mentoring has an important role to play here, but it is not the solution for everyone.

2.5 Approaches examined in this study

As we have already shown, progressing young people into work-based environments and providing targeted support are two identified features of good practice activity with the target group in discussion. We have also shown that involving employers meaningfully and at the earliest stage is hugely beneficial to young workless clients.

Our review found that across Scotland there are a growing number of approaches which include these features. The desk research conducted at the beginning of this assignment eventually identified thirteen specific interventions which met our criteria and which we believed were worthy of further investigation.

A number of patterns emerge from these interventions. We would particularly highlight:

- Strong sectoral focus

Most of these approaches adopt an industry sector focus. This is primarily because their main objective is to support young people into jobs and there is a rationale for focussing on these sectors with employment prospects. Construction is the most commonly recurring sector, partly reflecting the aspirations of many young men but also the increasing challenge within the industry to find recruits. However, we also see an emphasis on other growth sectors – notably hospitality/tourism and retail.

¹¹ Including the review of the Youth Training Guarantee (Adams/Smart 2007) and the evaluation of the Careers Scotland Enhanced Resources Pilot

Some of the local authority approaches identified here specifically link opportunities to significant local developments. Fife Council is one good example of this, where opportunities with developers have been built into the Fife Charter involving the Council, developers and local housing associations.

Across Scotland there are RSLs who are also developing successful approaches which link training opportunities with their own construction development programmes. Port of Leith Housing Association, Hillcrest Housing Association and Fairfield are three good examples of this. In each case these large social enterprises are using their buying power to encourage contractors to provide opportunities for young residents.

- Community focus

The RSL activity described above is also a good example of where the employability and community agendas coincide. Providing training and employment opportunities for young local residents provides a number of clear benefits

- It recycles money in the local economy by providing jobs
- It reduces antisocial behaviour by occupying disaffected young people
- It strengthens links between firms and the local community

- Employer engagement

Involving employers is a key feature of all of these approaches. This ranges from micro-businesses who are often deterred from national training programmes by paperwork and administration to large blue chip corporates which have a commitment to supporting disadvantaged groups within their corporate social responsibility remit. Our case studies in the following section provide further detail on how these relationships work in practice – but they are clearly key to success

- Client targeting

Most of these projects target specific groups of disadvantaged young people – usually with the biggest employability barriers. Amongst them are young people from care backgrounds, young offenders, young people with mental health problems and learning disabilities. Many of these young people have struggled to succeed in the education system or on mainstream training programmes. The success of the approaches identified here and described in the following section offers lessons for many organisations who continue to achieve poor outcomes with these clients.

- Partnership working

All of the identified approaches acknowledge the need to provide a multilateral service. As we have shown, good practice in effectively supporting young people increasingly requires a series of interventions designed to provide a holistic service. It is unusual to find a single agency which can meet all of the support needs and this is reflected in the strong partnership models described in the case studies.

- Funding models

We discuss the funding models in some detail in the following section.

However, overall we can see a number of common features amongst these approaches in relation to finance. All are reliant on a cocktail of funding which includes resources from Get Ready for Work (GRfW), European Structural Funds, Regeneration funding and local authority money. Increasingly, the Big Lottery Fund is being identified as an important financial player through its Life Transitions funding. However, the overall picture of funding shows that it is fragmented, short-term and insecure – even for the most effective interventions.

2.6 Case study selection

We set out to examine seven individual approaches through the presentation of case studies. Selecting them was difficult because many of the fourteen on our long list were worthy of further consideration. The ones we chose were selected on the basis that they offered:

- A varied sectoral focus
- Examples of engagement with a variety of employer types (from corporates to micros)
- A good geographical spread including a mix of rural and urban contexts
- A combination of local community versus wider area-based approaches

Amongst those not selected there are several which are adopting innovative and effective approaches. These include the Fife Council model which has many successful features and the Hillcrest Housing Association approach which now has a strong track record throughout Tayside.

Outline details of all thirteen approaches are included in Appendix 3.

The seven case studies set out in the following section are:

- Port of Leith Housing Association (Working Rite model)
- Glasgow South West Regeneration Agency (Working Rite model)
- Princes Trust 'Get IntoWork'
- Scottish Business in the Community 'Ready for Work'
- Youthbuild Paisley
- The Shirlie Project – Get Ready for Work pilot in Skye and Lochalsh
- Glasgow City Council Traineeship programme

3. THE CASE STUDIES

3.1 Introduction

In this section we consider the selected case studies in detail. These are set out in a consistent format to allow some comparison between them. We conclude the section with a review of the most effective features and discussion of the funding models which are in place.

The first two case studies are both linked to the Working Rite model. This is a particular approach to work-based mentoring for young people which is operational in three locations in Scotland, and in development elsewhere. The projects are not formally linked and the Working Rite principle¹² is variously interpreted by each project.

3.2 Port of Leith Housing Association (POLHA) – Training Opportunities in Lothian (TOIL)

Background

POLHA is a community housing association based in Leith, Edinburgh. The POLHA project provides a supported route into construction trades for young people. The distinctive features of the approach are that participants are out in a work placement from day 2 of the experience and the model links them to a successful tradesperson who acts as their mentor.

POLHA's involvement in a training scheme of this kind was driven by three factors:

1. As a community housing association it has a strong focus on holistic area regeneration. The Working Rite approach enables them to link their development work with wider social benefit
2. Helping to lower rates of youth unemployment contributes to overall neighbourhood regeneration – and helps sustain the local economy
3. POLHA has an overarching commitment to linking 'new and old' Leith. This means ensuring that the new local area developments do not exacerbate the social divide in the locality

The model has been in place in Leith since February 2004. The initial focus was very much on the immediate locality, for reasons outlined above. However, the current contract with Scottish Enterprise Edinburgh and Lothians (SEEL) requires TOIL to recruit Lothians wide. This has raised some concerns within POLHA around the possible loss of its community focus.

Client targeting

The TOIL project targets young people – primarily young men – who may otherwise struggle to make a successful transition from school to employment. Working within the framework of the Get Ready for Work programme, the approach targets those aged 16 to 18 with additional support needs – which may be widely defined.

Careers Scotland refers prospective trainees to the programme, having conducted an initial Action Plan with them, in line with the GRFW model. However, through the project's growing local reputation and TOIL's profile there is rising interest within the local community. This extends to local schools, where the TOIL officer has established

¹² Further details can be found at www.workingrite.co.uk

good relationships. The school visits have identified groups of young men who may be attracted to construction but who have little idea how to access opportunities in the sector. TOIL's input in Leith and Trinity Academies – "What grades for what trades" helps youngsters understand the entry routes and provides a reality check for those who think they can find work there without qualifications or training.

Through POLHA's local networks the TOIL project has also developed good links with agencies involved with young people including youth clubs, community groups and the POLHA tenants' groups. By targeting young people from disadvantaged backgrounds TOIL has forged good relationships with other local service providers including Barnardos 16+, Working Links, Worktrack and Social Work 15-24.

In terms of support needs, TOIL report that many of the trainees require additional support beyond the vocational input. This may be around housing problems, benefits and basic skills (literacy and numeracy) and the programme has also supported participants who have an offending background. TOIL already has experience of trainees being tagged and given curfew orders rather than custodial sentences. However, the complex support needs of some clients have resource implications for the service provider, which are difficult to meet under the current funding arrangements.

The model is promoted to prospective clients as an apprenticeship opportunity. Care is taken to ensure that young people do not interpret this as a secure job offer, although they are aware that there is a good chance of it leading to an employment outcome.

Delivery model

The model focuses on learning whilst on the job. Recruits spend the first day being inducted, picking up a toolkit and discussing travel routes and practical issues. From the following day they are on site with a local construction firm, attached to a mentor. These placements are carefully selected with match criteria including the young person's characteristics, their home location and their trade interest. Careers Scotland and the POLHA co-ordinator play an active role in the early stages to ensure that everything is on track.

For the first three months the young person is on placement five days per week. This reflects some of the key Working Rite principles which are to break up the peer mentality amongst young men, through being out of their comfort zone and in partnership with an older man who has more work and life experience. It also avoids the classroom setting, and recognises that many young men prefer learning by doing.

The TOIL project now has links with 26 companies who have signed up to the model. This allows access to a wide range of trade skills which encompasses:

- Joinery
- Painting and decorating
- Plumbing
- Warehouse work
- Scaffolding
- Electrical engineering
- Plastering
- Glazing

After three months the trainees start coming together for one day per week as a group. The focus here is on providing additional support and the elements include

First Aid, Health and Safety, the CITB entry test and theory driving tuition. They have also recently introduced practical driving lessons both as an incentive but also recognising the importance of being mobile for work in the construction sector.

Introducing the off-site training at this point is deliberate. The ongoing work-based experience sends a message that the focus is on practical learning. However, by this point the participant may have realised that there are theoretical aspects which will be of benefit to them. The incentive of gaining their CSCS card if they complete this element is also a big driver at this point.

At present, TOIL is contracted to deliver 20 programme places per annum (via GRfW) with trainees on the programme for 26 weeks. This is broadly in line with the average participation period for GRfW. Initially, TOIL operated on the basis of a 13 week period, but found that the extended period led to a much stronger bond between the young person and their mentor.

The mentoring dimension is a vital component of the model. The relationship between the young person and the tradesman is at the heart of the Working Rite concept. Mentors are carefully selected and one of the learning experiences to date is that the support role is not for everyone. In recognition of this, the TOIL project provides training for mentors at an outdoor centre. This has brought them together to reflect on the experience to provide an opportunity to develop their skills and confidence in:

- Leadership
- Motivation
- Communications
- Teambuilding

Funding and the financial deal

The model is funded through Scottish Enterprise (SEEL GRfW), some additional funds from the Community Regeneration Fund (CRF) and from the employer contributions. POLHA struggle to deliver the programme on the current arrangements and the housing association meets a shortfall of £460 on each trainee. They are currently exploring other funding options, including the Big Lottery Fund.

The short-term nature of funding also makes it hard to plan ahead. This is a challenge which has already been widely identified and highlighted in both More Choices More Chances and Workforce Plus.

In terms of the financial deal for the employer, they are required to make a weekly contribution of £__ for the work placement. POLHA has communicated to contractors that it expects them to participate in the programme and there is no evidence that this has caused any problems. As we discuss below, satisfaction levels amongst employers appear to be high and in terms of value for money we are unaware of any complaints. In fact, direct feedback from this study indicates that many employers see this programme offering better value than formal college-based apprenticeships.

Programme participants have the status of 'trainees' under the GRfW programme. The combined £__ a week received from the employer and £55 GRfW training allowance enable them to take home £__ per week. This is considerably more than they would receive under any other post-sixteen intervention. Participant feedback indicates that the perception that they are being paid is important, although it does

not appear to be the main factor. Interviews with participants indicate that learning a trade in a supported work environment is more important than the money per se.

We consider the financial issues in more detail later in this section.

Employer engagement

We have already mentioned that twenty six employers are currently involved in the programme, most of which have provided placements for a number of trainees. The type of companies involved ranges from medium sized employers to micro-businesses. For some of the latter, involvement has identified a number of quality assurance issues for the business which POLHA has subsequently helped with. This capacity building for local businesses has been identified as an added bonus by the housing association.

Feedback from participating firms indicates that after some initial scepticism they have been pleased with the results. The fact that TOIL handles all of the paperwork is identified as an attractive feature and firms have grown to trust their judgement in terms of client selection. One participating company noted that a number of the clients had faced significant barriers – such as homelessness and addiction histories – which made supporting them more complex. Two of the staff at this firm had taken part in the mentoring support programme to improve their support capabilities, which also helped their own professional development.

Performance

To date there has been no independent evaluation of the TOIL scheme. Since starting in 2004 eighty-three trainees have taken part in the programme and the table below provides analysis of performance to date based on POLHA's own figures. This is the first year that POLHA has been directly contracted by SEEL so we are unable to verify the provider's performance data with the LEC's. Consequently, there needs to be a caveat against the data presented here.

However, what this information shows is a positive outcome rate of 76.1% with almost half of those starting moving into apprenticeships. Using the Scottish Enterprise outcome calculation method¹³ the figure is even more impressive at 88.9% compared to a national average in 2005/06 of 56%¹⁴.

TOIL performance data 2004-06								
	2004/05		2005/06		2006/07		Total	
	Number	%	Number	%	Number	%	Number	%
Starts	21	100	24	100	18	100	63	100
Apprenticeships	14	66.7	9	37.5	8	44.4	31	49.2
Employed	3	14.3	5	20.8	5	44.4	13	20.6
College	2	9.5	2	8.3	0	0.0	4	6.3
Early leavers	1	4.8	2	8.3	3	16.7	6	9.5
Terminated	0	0	3	12.5	0	0	3	4.8
Unemployed	1	4.8	3	12.5	2	11.1	6	9.5

Source: Port of Leith Housing Association

In the current financial year, 2007/08, sixteen of the twenty starts remain on the programme. One has moved onto an apprenticeship, another onto a job whilst two have left the programme early.

¹³ GRFW outcomes are calculated as % of positive outcomes against completers, not starts

¹⁴ Source: Scottish Enterprise

POLHA figures show that it costs £____ to fund a programme participant for six months. This includes the weekly training allowance of £55 and, as we have already shown, current funding does not cover this amount per trainee and the shortfall is made up by the housing association.

It is important to consider what this funding buys. We have seen that based on a ratio of positive outcomes to starts the percentage moving into positive outcomes is 76%. It is useful to compare the unit cost per positive outcome with the national figure for GRFW to provide a comparison. However, to do this we must strip out the training allowance costs to compare like with like.¹⁵ Once this is done, we find that the cost per positive outcome for the TOIL scheme is £____ compared to the figure of £____ identified for the national programme in 2005/06.

The national evaluation highlighted the need for better information in relation to the sustainability of these outcomes, which still applies here. However, on the basis of this analysis TOIL appears to offer good value for money.

Development priorities

The TOIL project is in demand and achieving very respectable outcomes, as we have shown. It continues to build links across the community and beyond into Edinburgh City and the Lothians. POLHA would like to expand the programme to create more opportunities, and envisage a capacity of 50 trainees per annum. However, these plans are limited by the finance available from Scottish Enterprise so long as the model is dependent on the Get Ready for Work programme.

Glasgow South West Regeneration Agency – Youth Employment and Transition Support (YETS)

Background, aims and objectives

YETS was established in October 2005 with a focus on helping young people aged between 16-18 gain the necessary skills and work-based experience to move into a job. It learned from, and adapted, elements of the Working Rite model, and applied these to the local context.

YETS has developed from the outset on the basis of a strong local partnership led by the (then) Govan Initiative, and including key inputs from local businesses, local housing associations and schools. With the reorganisation of the Glasgow Local Development Network, the newly created Glasgow South West Regeneration Agency (SWRA) has now extended the programme to cover the Greater Pollok area of the city.

Client referral and targeting

YETS is targeted at young people identified as at risk of failing to progress positively on leaving school. Commonly they have a range of behavioural issues, and a history which may prevent positive progression. They are often young people expressing an interest in practical work, but turned off by academic options. SWRA staff view YETS as providing a “second chance” for these young people following a normally unproductive school experience.

¹⁵ The national GRFW evaluation removed training allowances to allow comparison between GRFW and the other national training programmes

A range of referral routes is used to engage participants. These include close working with local secondary schools, connecting in particular to the growing range of flexible curriculum options. In addition, direct access to the programme is routed through the SWRA's "Stop at the Shop" service, where trained careers advisors work with young people to consider future labour market progression. YETS is viewed as an invaluable addition to the menus of options available.

20 places in Govan, and more recently a further 12 in Pollok, are now available. Demand is commonly high and waiting lists used if necessary.

On referral young people are informally interviewed by the SWRA Youth Placement Officer, and if requested by the employer offering the placement. The recruitment process is premised on accepting rather than rejecting eligible candidates – assuming places are available.

The delivery model

The YETS delivery model is relatively simple, and shares the overall Working Rite premise that learning and training is best suited to a practical work based experience. All communication to the young people and employers participating stress that this is in most respects a "job" rather than a training programme. Key components are:

- Initial engagement and support with careers planning and personal development skills development by trained SWRA careers advisors
- A very short induction process (covering typically 1 or 2 days) with the SWRA Youth Placement Officer
- A 26 week work placement including payment of a "training salary" totalling £__ per week
- Ongoing and regular support to both participants and employers, including - weekly support visits, formal reviews, and completion of an employer's "report card"
- Work based support in the placement through a mentoring element, but with apparently less emphasis on this than the POLHA model
- Progression support towards programme completion including on line support to prepare CVs, and advocacy support to translate the maximum number of placements to full time employment with training
- For participants not progressing positively on programme completion, referral back to the SWRA's "Stop at the Shop" service

SWRA take responsibility for all project paperwork and the payment of training salaries. This is viewed as a key strength of the approach by employers who are largely "shielded" from the necessary bureaucracy of programme operation.

Funding

The project is funded by a combination of ESF, Community Regeneration Funding support provided through the Community Planning Partnership, and a small employer contribution. At this stage it has not been possible to access total cost and respective contributions.

Despite working with the eligible group, no support has been sought from GRFW sources; SWRA believe the rules surrounding this programme would require unacceptable changes to the way of operating – in particular due to the training allowance level paid, and the time limits applied to participants.

Young people on the programme receive £__ per week in a training salary, and a further £__ towards travel costs. This level of incentive is viewed as a key initial “hook” to project participation.

Employers are expected to pay a contribution of £__ per hour for participant wages, but this is operated fairly flexibly. A critical element of the “sell” is SWRA’s commitment to doing all legal and health and safety checks, retaining responsibilities, and paying allowances. Overall, SWRA staff feel it is operated as a relatively low risk option for employers.

Employer engagement

Employer engagement has generally been very good, but requires continual developmental work by the dedicated programme officer. Initially considerable cold calling was required, but increased profile through programme operation has reduced the need for this.

Over 50 employers have now been engaged ranging across a wide range of vocational sectors and including private, public sector and social economy agencies. The latter category primarily consists of housing associations. Employers have moved beyond simply construction, and now incorporate clerical and administration skills, creative industries, and warehousing. A range of other major employers, with the potential to add further to the menu, are now considering joining the YETS initiative due to positive publicity and the programme’s growing local reputation. Amongst other things, this increases the potential for gender balance in participation.

A key positive performance indicator for SWRA is that 95% of participating employers have requested additional placements once existing participants have progressed from YETS.

A good relationship of mutual trust is now evident and continues to grow. On a few occasions, problems may arise, and if so participants tend to alert the SWRA staff. If these persist, and they are not the fault of the young person, the placement will be terminated and an alternative sought.

Performance

No formal evaluation of YETS has been undertaken at this stage. But SWRA publicity provides a range of headline performance indicators:

- By the summer of 2007, 43 young people had been given a placement opportunity in the field of their choice
- Of programme completers, 80% had moved into permanent full time apprenticeships in trades including: joinery; plumbing; electrician; and painting and decorating
- Others are reported to have progressed to non trades based employment

Programme costs have not been made available at this stage to the consultancy team, preventing unit cost calculations.

Development priorities

SWRA consider the YETS programme a very positive, and still relatively new intervention. The model appears strong and popular with both young people and a growing range of employers. Consequently, no major changes are planned. But continuous improvement is always sought. Bedding down the programme extension into Pollok is a key challenge in the coming months. SWRA also wishes to consider ways of introducing more formal training in the YETS period, including for example offering health and safety certification.

3.3 Princes Trust Scotland: Get Into Work

Background

The Get Into Work programme has been running in the UK since 2001. Its origins date back to an original programme developed with Anton Mossiman at the Ritz Hotel London, which aimed to support disadvantaged young people to move into jobs in cooking. The concept of working with blue chip employers who have identified vacancies has developed and grown since then. Get Into Work now operates throughout Britain and in Scotland is currently delivered in Glasgow, with plans to expand to Dundee and Perth.

Targeting

The Get Into Work programmes target some of the most vulnerable groups and the organisation works with young people aged 16-25 who:

- Are long term unemployed
- Have offending backgrounds
- Have struggled at school
- Have been in care

Young people with certain characteristics feature highly amongst these target groups and they include those with mental health problems, alcohol/addiction issues and disabled people.

The Princes Trust has established local and national referral networks which help to identify and refer clients to these and the Trust's other support programmes. Careers Scotland, Jobcentre Plus, Youth Offending Teams and local regeneration agencies are key amongst these.

The Trust also produces promotional material to help market its specific sectoral programmes.

The delivery model

The Princes Trust philosophy is based on three points: the quality of the opportunity; access to young people who want to move on; and the availability of progression support.

The Get Into Work programme is focussed on industrial sectors which offer employment opportunities. These are screened against a set of key questions which include:

- Do young people want to work in the sector?
- Are there sufficient jobs available in the local area?
- Are there barriers to the Trust's client group accessing these jobs (i.e. strict entry qualifications threshold)?
- Are there funding opportunities to develop the programme?

The Trust places great emphasis on working with young people at the design stage and they have found high levels of interest in the following sectors:

- Retail
- Baking
- Hospitality (including cooking)
- Health and Social Care (including youth work)
- Construction
- The motor trade

All young people who apply are offered a one to one session which includes profiling and having their details put on the PT system – Trust on Track. After this point the Get Into Work model consists of three stages as follows:

- Stage 1: Taster Days

The initial taster day involves a range of creative and fun exercises designed to provide a relaxed stimulating environment for prospective participants. At this point keyworkers and other advocates are encouraged to be involved. This forms the first stage in the selection process and around 80% of participants will be invited back for the second taster day. Unsuccessful participants are signposted to other support agencies.

The second taster day is delivered on the site of the Trust partners delivering the programme. For example, in the case of cookery this is the Metropolitan College in Glasgow. The calibre of the delivery partners is important and the Trust has refined its links over the years after some poor experiences at the start. These days are delivered jointly and include employer input. They are designed to provide a realistic picture of work in the target sector and include lots of joint activities. They conclude with an interview which is used to select final participants.

- Stage 2: Vocational training/personal development/employability skills

The core content is delivered over a six week period which includes a work placement for one or two weeks depending on the programme. On average there are thirteen participants per programme. The content of the course

reflects what the Trust's research indicates employers are looking for

- o Basic certificates to work in the industry
- o Work experience
- o Basic skills
- o Some understanding of the business
- o The right attitude

The work experience element is provided by either a single firm, if there are sufficient opportunities, or by a group of companies in the same sector.

- Stage 3: Progression and aftercare

The aim is to ensure that as many participants as possible move into and sustain employment on completion. Princes Trust advisors work with participants around job search techniques and assistance is also available from Careers Scotland advisors. The Trust has recently appointed a progression manager whose role includes integrating the partner support package, which will often include a mentor in the workplace.

Princes Trust have found that it is important not to assume that host organisations will know how best to support these young people. Consequently, there is a growing focus on providing appropriate levels of support for staff coming into contact with the participants.

Funding

The average cost per programme is £____ and the current major funders are Glasgow City Council, ESF, Big Lottery Fund and the private sector. The Trust currently has bids in place designed to expand the programme over a three year period.

The employer has access to a young person who has shown a degree of commitment and enthusiasm for working either in their sector or their company. They will have been involved since the outset of the process in many cases and will also have been a placement location for participants. In many cases participating employers will have financially contributed to the programme, as well as providing staff time.

For the young person recent developments have made significant changes to the programme. Following the announcement of a national agreement between the Princes Trust and Jobcentre Plus (announced by Peter Hain at the Labour Party Conference) Get Into Work participants can take part in the programme over more than 16 hours without affecting their benefits. Again, feedback from programme participants indicates that the quality of the opportunity – rather than the short term financial benefits attached – is the priority for those taking part.

Performance

All of the Get Into programmes are individually evaluated by the Trust. For 2006/07 84% of participants went into a positive destination and the organisation also gathers intelligence on soft skill progress.

In terms of unit costs, the Scottish programmes average £____ per positive outcome and £____ per participant.

Development priorities

The Princes Trust has ambitious development plans for Get Into Work in Scotland. Discussions are under way with the Big Lottery Fund to extend the model. If successful, this will include operating in Tayside, Edinburgh, Aberdeen and Inverness. In terms of the model there are new sectors coming on stream with key employer support. The first of these will be a Get Into Cars programme co-developed with Arnold Clark.

They are also looking to strengthen the links between the programme and the Prince's Young Business Trust. In addition, there are plans to establish an ambassadors group of young people who can help shape and input into future programmes.

3.4 Ready for Work

Background

The Ready for Work programme is operated by Scottish Business in the Community (SBC). Its aims are to change business perceptions of homeless people and to involve them in supporting this target group into employment. The programme has been running in Scotland since 2004 and is a partnership between SBC, leading businesses, community agencies and the public sector.

Ready for Work has been operational in Edinburgh, Glasgow, Inverness and Aberdeen. Plans are in place to expand it to other parts of the country.

Targeting

The target group for Ready for Work is all age but in practice most participants are aged between 20 and 40. SBC works closely with homelessness support agencies whose role is to identify and refer prospective clients when opportunities arise.

SBC has a full time manager on the programme, much of whose time is spent developing and sustaining relationships with support organisations in the voluntary sector. These include the Glasgow Homelessness Network and Joined Up for Jobs in Edinburgh. Few of these agencies are close to the workplace and one of SBC's key roles is to facilitate the relationship between the support agencies and employers.

When an employer has worked with SBC to develop a new programme, the support agencies are asked to assess for prospective participants who are then referred on to SBC and the employer partner.

The delivery model

The model is short, simple and focussed. It consists of three parts: the initial recruitment and preparation, an employment placement and a debrief/moving on element.

The process begins when a company identifies a group of vacancies and approaches SBC. The organisation's strong relationship with some of the country's most successful businesses is one of the programme's key features and participating firms in Scotland include Marks and Spencer, The John Wood Group and John Lewis. These firms pass on a specification to SBC together with an outline of the characteristics they look for in their staff.

SBC will then liaise with the support agencies to identify prospective participants. Once candidates have been identified, assessed and selected they take part in a three day training programme "Ready to Go". During these three days they will be matched to a placement and with a workplace buddy whose role will be to provide support during the two week placement period. The third of these preparation days is delivered on the employers' premises. The format over the three days includes motivation and confidence building exercises, focus on goals and career objectives, inputs on self-management/awareness as well as practical points around travel and working life.

The work placement tries to match candidate's aspirations where possible. Whilst on the placement they work the same shifts as their buddies – including Saturdays if appropriate – and the employer role is to ensure that the day is as structured as possible.

SBC conduct awareness and support sessions for the workplace buddies and some of the larger employers incorporate this aspect of the programme into their own coaching system. The experience for all stakeholders ends with a debrief session which brings the participant, buddy and ideally the support agency together. This is facilitated by SBC. Participants and buddies are asked to formally evaluate the experience on completion.

All completers are given a reference and a certificate. SBC commit to tracking all participants for one year after the programme completes – but this has proven to be hard to achieve.

SBC normally run three Ready For Work programmes per year. The current capacity is 70 placements per annum and stakeholders stress to participants that what is on offer is a placement – not a job.

Funding

SBC report that the overall running cost for 2006/07 was £_____. In addition, there was an in kind private sector contribution of £_____. During that year there were 40 beneficiaries, 18 of whom were offered jobs, giving a positive outcome rate of 45%. The public sector unit cost per job was therefore £_____.

Employers are involved throughout the process. They will make a financial contribution through significant amounts of staff time to a successful programme. This includes staff involvement in buddy training and provision, job coaches, supervision sessions and involvement in training sessions. Feedback from participating employers indicates a number of benefits they derive from being involved:

- Access to a pool of qualified and committed potential employees
- Staff development – improves management communication, team building and staff retention levels
- Positive profile in the community – and opportunity to make a difference to the lives of some of the most disadvantaged people

For the participant there is no payment but Jobcentre Plus allows them to continue claiming benefit whilst on the two week placement.

Performance

An independent evaluation of Ready for Work was conducted in 2006. This concluded that the programme was successful and had the potential to develop further. Performance data from 2004 to July 2007 is set out in the table below.

	Number of participants	Percentage of conversions
Attended Ready to Go	170	100%
Began a placement	163	96%
Completed a placement	148	87%
Started employment	92	54%
College	34	-
Lost contact	16	-

Source: SBC

The SBC follow up work shows that 76% of clients were still in work after three months and 51% were still there at the six month stage.

SBC is currently investigating the feasibility of calculating the social return on the investment in this programme.

Development priorities

SBC are aware of the success of this programme and they plan to take it further. A bid to the Big Lottery Fund will, if successful, enable them to expand into new areas of Scotland which will require growing the team. At the same time they are looking at process change and in the short term the priorities are to secure more robust support from homelessness agencies and to further investigate options for showing the social returns.

3.5 Shirlie Project – HIE Get Ready for Work pilot (Skye and Lochalsh)

Background, aims and objectives

The Shirlie Project (SP) GRFW pilot in Skye and Lochalsh started in mid 2005 and ran until HIE's entire GRFW programme was re-contracted in the autumn of 2007. It was established as one of two HIE pilots¹⁶ following a review of employability interventions in early 2005¹⁷. This review built upon previous pilot work in the highlands and islands, and also benefited from early messages emerging from what became the "More Choices, More Chances" strategy.

In summary, the pilots sought to test a number of approaches suggested as good practice, with the main new element being an aspiration to move people into supported work placements much earlier in their training experience.

A key backdrop to the pilot was the nature of the area – large and remote, and with very low volumes of clients. As a consequence, centre based provision is not only inappropriate, but often impractical.

¹⁶ The other was operated by SCVO in Caithness and Sutherland.

¹⁷ HIE "Get Ready for Work Revised Delivery Model/Generic Employability Intervention" – Smart Consultancy (February 05)

Client referral and targeting

Access arrangements to the programme were consistent with the overall GRFW model of initial assessment, action planning, and formal referral by Careers Scotland. In practice the process was relatively fluid and based on strong local networks and relationships. Initial contact was increasingly through self referrals, but Careers staff always remained the gatekeeper in terms of eligibility.

Young people targeted were the standard GRFW groups of young people, primarily aged between 16 and 17 with additional support needs. The nature of individual participants varied, but in general the stakeholders consulted for the interim pilot review stressed that many participants had significant barriers to progression, and on average were slightly "harder" to support than the previous GRFW programme group. Nevertheless it was also noted that some young people were too challenging to immediately engage in the model, and required some "pre GRFW" type intervention.

Delivery and model

In summary, the model involved:

- Initial engagement and profiling work by the SP job coach – lasting between 2 and 6 weeks. This involved the application of the SP's well developed vocational profiling system which, through a person centred planning approach, identifies individual client capabilities and aspirations and seeks to match these to an identified placement opportunity
- A supported employer placement – for the balance of GRFW engagement up to a maximum of 20 weeks
- Support at the programme exit point, and the offer of informal "drop in" aftercare

Young people on the programme gained some level of certification dependant on their placement, but this was not a compulsory element of the programme.

Throughout the programme, participants are supported by a consistent job coach, who leads on the initial profiling work. This person also sources the "matching" placements. During the placement period, support is offered at a level demanded by both the participant and placement provider needs.

The job coach will also develop mentors within the workplace linked to the job analysis undertaken as part of the vocational profiling process. This includes assessing what the SP term "natural supports" in the workplace. The SP sees mentors as complimentary to, rather than alternatives to, the job coaches, although over time transferring more responsibilities to the mentor is an aspiration. The capacity of different employers to offer a high quality mentoring function is, however, variable.

Funding and the offer to participants and employers

The pilot was funded through the GRFW programme but at an enhanced level, and with a more "provider friendly" payment mechanism. Unit costs per start were more generous, and based on the principle of "guaranteed" as opposed to client led payments. In addition, a fairly generous (and untypical) lead in time was funded by HIE, prior to the need to take on significant numbers.

Even with these resources, the SP notes that the funding model was also assisted by the prior existence of delivery capacity in that area involved in other programmes. Consequently there was some level of additional “in kind” support, but this was considered difficult to quantify.

Measured against HIE funding alone, in the period June 05 to August 06 unit cost per participant starting on the programme was £____, and per positive outcome on leaving was £____. The latter figure was nearly 46% below previous GRFW performance in the area, but the numbers on which this is based are low and caution is consequently required in overemphasising its significance.

Young people on the programme received the standard HIE GRFW allowance of £__ per week. Employers received no direct financial incentive, but a trainee at no cost, and ongoing support from the SP job coach to review progress, and resolve any placement difficulties.

Employer engagement

Assessing employer engagement in the pilot, as with any similar intervention, is inseparable from the nature of the geographical area. The number of employers is not high, and a large number are very small.

Within this context, the SP reported success in finding suitable placements for all programme participants. These were varied across sectors, with significant opportunities sourced in retail and hospitality. A small number have been in construction.

In general, placements in the public sector are harder to source, with equal opportunities the most commonly cited barrier by the Council and the NHS. The latter, however, latterly became more supportive of the programme through the process of making “reasonable adjustments” in job specifications.

No information is available on the number of placements converting to jobs with the same employer.

Performance

The performance indicators available are from an interim programme review¹⁸. These are somewhat dated, and cover only the earlier phase of pilot operation. The numbers at this stage were very small and consequently some major “health warnings” need to be applied to the percentage figures. In the period from June 05 to August 06 positive outcomes of programme starts were recorded as 50% - up 20% from the previous operation of GRFW in Skye and Lochalsh.

Overall, however, the interim evaluation noted that whilst all stakeholders were positive about pilot development, it was too early to claim the performance of the pilot was “compelling” in terms of wider rollout. It needed to run for a longer period, and information on the sustainability of outcomes would be central to reaching more definitive conclusions.

Aggregated information on distance travelled by participants was not collected on a systematic and ongoing basis. But in recent months, the SP’s development of the VP/CAS database system has provided the new opportunities to produce high quality data. This is returned to below.

¹⁸ HIE “GRFW programme: review of Local Area pilots – Smart Consultancy (October 06).

Development priorities

The pilot approach was largely incorporated by HIE in its re-tendering of the whole GRFW programme in the autumn of 07. New contracts awarded are now in their early stages of operation.

The project has some concerns that the mainstreamed model may be too tight in terms of the time allowed for front end profiling, with two weeks suggested as appropriate. In the project's view this may lead to a "match" being rushed. Key to this will be when involvement in GRFW is formally "triggered" – in programme terms it would be good if some work could be undertaken with young people before this happens, but for many participants the urgency to start receiving the allowance is predominant in their thinking.

The SP continues to develop and refine their vocational profiling model across a range of other areas of work. Linked to this is the ongoing development of an ITC based recording system referred to above – improving the service offer to clients, and also with the potential to provide: invaluable evidence of participant distance travelled; better evidence of what works; and potentially a strong basis from which to undertake future SROI work¹⁹.

3.6 Barnardos – Youthbuild Paisley

Background, aims and objectives

Youthbuild Paisley (YP) was started in 1999, based on a US training model which sought to connect local regeneration activities with employability gains for disadvantaged labour market groups. In particular, there was a need to identify new opportunities for a group of young men who were not connecting to, or sustaining, other opportunities. Particular career opportunities were (and continue to be) identified in the relatively buoyant construction sector.

YP was developed on the basis of a strong partnership model including: Barnardos, SCVO, Careers Scotland, Reid Kerr College, and local Housing Associations. A key element of the original model was to provide work opportunities from the range of building related contracts commissioned by the housing association sector.

Client referral and targeting

YP started as a 12 place per year model primarily for young men aged between 18 and 24, and resident in Renfrewshire's most deprived communities. It was initially connected and part funded to the New Deal, but over time this has extended to also include funding from the Get Ready for Work programme (from 2003). The programme now has 24 places available.

Targeting follows the eligibility conditions of these programmes – 16 -18 year olds with additional support needs, and 18 - 24 year olds normally unemployed for over 6 months. Ongoing area regeneration funding has also demanded a continued focus on young people living in the area's worst data zones.

Referrals are commonly from Careers Scotland, Jobcentre Plus, and a range of other voluntary sector agencies. Increasingly word of mouth is also important. People interested are initially invited to visit the project base, and given a relatively informal

¹⁹ The further potential of the system is currently being investigated for HIE by David Smart and Eddy Adams. The final report from this work will be available in December 2007.

interview/assessment. Formal referral back to either Careers or JCP is then required to check appropriate eligibility to join.

Delivery and model

The core of the YP offer includes:

- Initial discussion and assessment of the client, the identification of a placement, CSCS card accreditation, CV preparation, and the supplying of work based equipment. This stage normally lasts 1 week
- A further 38 weeks of site based training with an employer in a range of venues
- Support via a work based mentor identified by the site manager
- Regular review and support from a Barnardos support worker – offered to both the participant and the placement provider. This involves formal monthly review meetings, and the ongoing maintenance of an activity log by the participants
- Ongoing and customised training support from Barnardos, for example to gain CSCS cards, and the offer of driving lessons
- Access to a "Young-builders" drop in club operated by Barnardos
- Progression to a permanent job at the end of training – ideally with further apprenticeship based training

During the years of operation, YP has learned many lessons and amended the original programme accordingly. The original team based approach – where trainees were on a single site together through a housing association contract – has been dropped. Placements are now on an individual basis and participants are not mixed. The previous approaches caused some bullying problems, and were recognised as not representative of how the construction and building services sector works. Trainees now commonly move sites with their employers. It is mainly in recognition of the logistics of this that driving lessons are now offered as part of the support package.

Where a placement breaks down, and it is not due to serious behavioural issues with the participant, YP will seek to source another placement as quickly as practicable.

Funding and the offer to participants and employers

The funding package has changed over the years in response to the opportunities available, and the extensions of programme eligibility. It has included at some time contributions from: New Deal: GRFW; ESF; Communities Scotland Wider Role; Scottish Enterprise Renfrewshire; Renfrewshire Council Economic Development; Community Regeneration Funding; and employer inputs.

The most recent evaluation of YP was conducted in April 2005²⁰. This indicated a total project spend of £_____ in the year 2004/5.

The financial offer to programme participants now includes an initial 13 week period where participants either receive the GRFW allowance of £55 per week, or the New

²⁰ Evaluation of Youthbuild Paisley – Paul Zealey Associates (April 2005).

Deal offer of benefits plus a bonus of £___, and travel and lunch costs. For the subsequent 26 weeks the participants receive the rate for the job.

The employer receives a trainee at no cost for the initial 13 weeks and thereafter is expected to contribute 50% of the wages for the remaining 26 weeks. Employers are normally only recruited to the programme where they indicate there is a potential permanent job available at the end of the training period. They are responsible for all aspects of employment law from day 1 of the placement.

Employer engagement

YP report that engaging and sustaining employer engagement has been a challenge from the outset of the programme, requiring hard work and persistence. They now enjoy significant "repeat business" but are continually on the look out for new opportunities. The post of Employer Liaison Officer was added to the project in 2006 to improve placement access and choice.

The range of employers across sectors is good – with both private and public sector opportunities – and now extends beyond the immediate Paisley area.

YP are aware they need to be continually vigilant against employers "using" the programme to gain "free" labour at the front end. Smaller employers are more prone to this, but overall the incidence is very limited. Any problems normally become apparent at the stage where an employer contribution to wages is required. Moreover, YP staff note that trainees are quick to "blow the whistle" if they suspect an employer of abusing the programme.

Performance

The 2005 evaluation reported that 9 people leaving the course in 2004/5 left to positive outcomes – 6 to jobs in the construction industry; 2 to other jobs; and 1 to further education. The numbers were, however, small at this stage, and during the period there had been issues with recruitment and subsequent project under-capacity.

Anecdotally, softer outcomes of distance travelled in terms of personal development were apparent. But at this stage there were not being systematically gathered by the project.

Overall, with a number of caveats in the calculations, the evaluation suggested a cost per positive outcome to March 2005 of £_____, but indicated this could be expected to be reduced over time. This led to the overall conclusion that whilst the project had been successful in providing access to training and employment for young people from disadvantaged areas, it was "...expensive and can be justified only on the basis that it can deliver sustainable employment outcomes for those most excluded from the labour market".

Development priorities

A revised Youthbuild model is now operating in Dundee and development of a Highland programme based on the new model is now in development with support from the local More Choices, More Chances Partnership.

The new model is based on a more structured partnership with a major employer – Scottish Southern Energy – who are using it as a key recruitment vehicle for identified

job opportunities. The new model will also seek to further formalise the mentoring relationship.

Although at the early stage, Barnardos see this new partnership as a major step forward in securing employer buy in. It also includes a commitment to contribute around a third of the costs. These developments will be fed back into the ongoing operation of YP, but are dependant on sourcing the input of a major employer.

In response to high unit costs, and the anticipated tightening of funding (particularly via ESF), Barnardos are now reducing the model's duration to a total of 6 months.

Over time, the developments underway in Dundee, and anticipated in Highland, provide the opportunity for Barnardos to consider selling the programme more to employers – inviting them to “buy” places as part of their recruitment strategies. This has the potential to contribute to longer term sustainability and further growth.

3.7 Glasgow City Council Traineeship Programme

Background, aims and objectives

Since 2003 Glasgow City Council has been delivering an innovative vocational skills programme in schools across the city. The approach has been constantly updated and improved, and recent structural improvements have led to the consolidation of the offer which now extends from S3 in school through to young people looking to develop their skills and experience post-school.

The GCC Traineeship programme has been running in its current format for just over one year. Prior to this the authority had six separate Scottish Enterprise contracts cutting across the organisation. The restructuring addressed this so that there is now a corporate approach which includes all of the authority's departments. This has generated a number of internal efficiencies but has also enabled GCC to articulate a clear pathway that extends from school through to Modern Apprenticeships.

The traineeship model is funded through the Get Ready for Work programme, complemented by additional funds from the Community Regeneration Fund and Glasgow City Council.

Client referral and targeting

The Traineeship Programme is aimed at young school leavers who have expressed an interest in work but who have been identified as having significant support needs. The initial recruitment process is linked to the GCC Skillseeker/Modern Apprentice recruitment exercise which in 2006/07 attracted 2,867 applications. All of these are offered an interview and a basic skills test and from these GCC offers a place on the Traineeship programme to the candidates with the lowest 50 scores. The focus is therefore on those who are most at need of support, but who have expressed a strong interest in employment.

Delivery and model

The aim of the programme is to support these clients over a one year period to progress onto a Skillseeker or Modern Apprentice opportunity. The approach involves three key stakeholders – the GCC Lifelong Learning team, TIGERS (a local training provider) and the different GCC Departments. After an initial induction and support package the clients are placed in one of the Council's departments where they will stay for the duration of their traineeship.

Whilst these clients will learn about the department's operations and have the chance to develop new skills in the workplace. Throughout the placement they are given additional support which includes jobsearch skills (CV writing, interview practice etc) as well as any assistance with literacy and numeracy. Their progress is regularly reviewed by the training provider and by Careers Scotland, in line with the GRFW model.

Each trainee is attached to a departmental supervisor. The Council has an established supervision and support structure so this is widely regarded as a standard element of workplace support. The supervisors are identified and linked with the trainee in advance and they occupy an important role in overseeing their progression within the department.

The feedback and performance data from the first completed year of this model suggest that it has been highly effective.

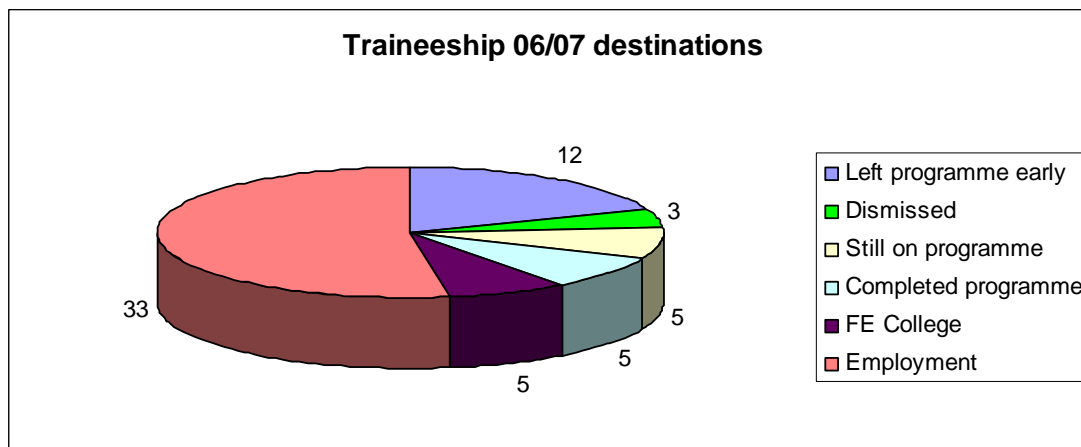
Funding, the offer to participants and employer engagement

Over the one year period trainees are paid an allowance of £__ per week as well as being provided with a travel pass. The employers in this instance are the GCC departments, all of which participate in the programme. The Lifelong Learning team, which manages the programme, treats them as internal clients and ensures that their administration is kept to a minimum. In terms of each department's commitment, they are expected to:

- Identify meaningful work placements
- Nominate a single point of contact within the department to liaise with the LLT
- Identify departmental supervisors

Performance

In its first operational year the Traineeship programme saw positive outcome rates exceeding 70%. A respectable proportion (52%) progressed into employment and of these 33 young people then of them found work within GCC itself. Another five have gone into further education whilst five remain in training. The table below shows the range of outcomes for 2006/07.



Source: Glasgow City Council

Development priorities

The Traineeship programme now forms an important component of the re-engineered Glasgow Vocational Programme. Recent changes have strengthened the approach and consolidated links to the authorities employed status opportunities. The fact that over half of this vulnerable group went into employment is seen as evidence that the approach works, and the focus in the near future will be to build on this success.

3.8 Successful features of the case studies

In terms of delivery, we have already mentioned some of the features of the long listed projects, and these are shared by all of the selected case studies. However, there are particular strengths that we can see amongst these seven projects which are worth underlining here.

- Leverage with employers

Employers are not the dim and distant prospect on these programmes that they are with some training providers. Each can demonstrate a direct route into work, offering real jobs with real employers. In each of these cases we see organisations which can utilise their respective strengths to bring employers to the table and to fully engage them in their development work.

In some cases this is a community housing association which cleverly applies leverage to contractors in relation to its local buying power. In other cases well networked national organisations use their links with blue chip firms to secure meaningful offers of placements and – in many cases – jobs.

In both scenarios the models are win-win situations for employers, providers and – most importantly – workless people. The ability to work in partnership with employers and to broker the deal is a consistent feature of the approaches we see here.

- Strong sectoral focus and understanding

The section also reiterates the value of adopting a sectoral focus. Getting people into work requires an understanding of where the jobs are. Equally, it

requires an insight into the aspirations of your workless clients, as the match between the two provides the optimum results. Again, the cases studies emphasise the value of adopting the sectoral approach. They also clearly reflect some of the sectors which continue to drive economic growth in the economy – construction, retail and hospitality.

Having staff who understand these sectors – and the requirements of employers within them – is also a prerequisite for working successfully in this way. These service providers understand this, and usually ensure that they recruit staff who have an understanding of the sectors and who can work credibly with employers within them.

- Calibre of the delivery staff

It is difficult to come away from visiting these projects without being inspired by the enthusiasm, creativity and skills of the delivery and management staff. The client groups in question are often challenging, and working effectively with them requires a very special set of skills. At their best, the case studies here manage to connect with these young people and engage them in a way that few others may have managed before. In doing so they begin to reawaken their potential and set them on the road to achievement. This requires a high degree of trust between client and the trainer/s as well as willingness on the part of the latter to be tough when it is in the client's interest. Moving them beyond their comfort zones, but knowing when they have gone far enough, takes a special aptitude and we can see this at work amongst these projects.

- The role of housing associations and links into regeneration

The pivotal role of housing associations is an interesting aspect of the successful approaches identified here. Through Communities Scotland's Wider Role fund a significant number of RSL's are now involved in ensuring that their investment power translates into local employment opportunities. Within this there is a particular focus on young people in the construction industry, as we have seen here.

At this point we would note that their involvement has many benefits. In policy terms one of these is the strengthening of the regeneration, economic and inclusion agendas. RSLs should be encouraged to continue their important work here, and the new regeneration framework for Scotland – with the Single Outcome Agreements – may provide further scope for this.

3.8 Observations on the funding models

We have already discussed some of the recurring features of the funding models. We have noted that these service providers are assembling complex cocktails of funding which tap into a variety of financial sources – all of them short term. The arising difficulties in terms of strategic approaches and longer term planning have already been noted.

Direct employer involvement is an important factor as we have also seen, particularly when it involves companies making a financial contribution to the intervention. As we would expect, this leads to a higher level of employer ownership and commitment. The principle of private public partnership is clearly a valuable aspect of these approaches.

We have also considered the financial deal for participants. We have seen that programmes which are short in duration can allow them to continue claiming benefits. In terms of helping clients to manage their risks this is clearly an important and valuable option. However, this is not possible on longer programmes, the most notable of which are perhaps the Working Rite models and the Shirlie Project's work.

In its current format the Get Ready for Work training allowance provides the core of the trainee income over the six month training period for the TOIL project. This £55 per week payment, together with the employer's £__ weekly contribution enables participants to take home a figure almost on a par with most apprentices. As long as the GRfW allowance remains in place then this model is sustainable.

However, we are mindful that the Scottish Government is currently reviewing the full range of financial support mechanisms available to post-sixteens and there is no guarantee that the allowance in its current format will continue. The evaluation of Get Ready for Work concluded that at the programme level there is likely to be significant deadweight as a proportion of those in receipt of the allowance would not be eligible for means tested financial support – for example through the Education Maintenance Allowance (EMA). However, the teething problems experienced by the introduction of the model in England (where all post-sixteen support is means tested) indicates the model's reliance on the status quo within the GRfW funding model.

The absence of a flat-rate trainee allowance in England has created the following difficulties for the Working Rite model:

- The GRfW equivalent programme (Entry to Employment/E2E) pays a maximum weekly rate of £30, assuming that the family income passes the means test
- There is no trainee status which allows for payment on the Scottish model, where the young person remains the responsibility of the training provider. In England, vehicles have been required to provide employed status (as the participating employers are unwilling to take the risk by offering it) but this has had other consequences. As employees they must be paid the £3.40 hourly minimum wage rate, which brings their weekly income to £119. As a consequence, if they progress onto an apprenticeship they will experience a pay cut, as these positions are exempt from the NMW.

The model is currently in development in Sheffield, Sunderland and Newcastle. In all three places different approaches are being adopted to try and circumvent these difficulties. The Scottish Government may wish to track these developments in the coming months as its own thoughts on post-sixteen funding are being distilled.

APPENDIX 1: Study Participating Organisations

Barnardos

Communities Scotland

Construction Skills

Glasgow City Council

Glasgow South West Regeneration Agency

Port of Leith Housing Association

Princes Trust

Scottish Business in the Community

Scottish Enterprise Edinburgh and Lothians

Shirlie Project

Working Rite

Youthbuild Paisley

APPENDIX 2: BEST PRACTICE SUMMARY

Project/Best Practice Feature	Sectoral Focus	Community Focus	Targeting Hardest to Support	Partnership Delivery model	Employer engagement throughout	Flexible Programme duration	Mixing trainees With adults	Clear evidence of impact	Work Based Delivery
POLHA	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
GSWRA	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
Princes Trust Get Into	Yes	No	Yes	Yes	Yes	No	Yes	Yes	Yes
SBC	Yes	No	Yes	Yes	Yes	No	Yes	Yes	Yes
Shirlie Project	No	No	Yes	Yes	Yes	No	Yes	Yes	Yes
Youthbuild	Yes	No	Yes	Yes	Yes	No	Yes	Yes	Yes
GCC Traineeship	No	No	Yes	Yes	Yes	No	Yes	Yes	Yes

APPENDIX 3: WORK BASED MENTORING: PROJECT TEMPLATES

Project Details (name, address, contact person)	Training Opportunities In Lothian Port of Leith HA 180 Constitution Street Leith, Edinburgh
Target group	Young men and women aged 16-18
Brief project description – key features	Working Rite model whereby trainees assigned to small contractor working for housing association. Mix of on site experience and skills delivery from contractor and training provider
Funding model (costs, sources, duration)	
Performance details	TOIL delivering through another provider (MTS) until this year – so not possible to determine figures. Running own contract since April 07 – to date 13 starts and 3 leavers. Currently 10 in training but no outcomes yet. Web site says 41 of 48 previous starts now in positive outcome.

Project Details (name, address, contact person)	FILM Fife Council Development Services 318 High Street Cowdenbeath
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	KY4 9QU
Target group	Care leavers and ROA eligible young adults.
Brief project description – key features	Employment access programme whereby clients placed with local contractors and supported in work. Initial focus was construction but now branching into other sectors – retail etc Employer charter developed by Fife Council and now also adopted by Fife housing associations
Funding model (costs, sources, duration)	Cocktail of GRFW, ESF,ERDF and ROA funding. Flexible duration – averages 26 weeks
Performance details	Recent evaluation by TERU can be made available.

Project Details (name, address, contact person)	Working Rite Govan Known as the Youth Employability Transition Support (YETS) project Glasgow South West Regeneration Agency (formerly Govan Initiative)
Target group	16-18 year olds in Govan and Pollok (since Govan Initiative merged with Pollok to become GSWRA) Some come on straight from school, others have been unemployed, others from previous training progs (incl GRFW)

Brief project description – key features	<ul style="list-style-type: none"> • Identifies the main career interests of young people and seeks suitable companies to provide a placement • Ensures there are suitable progression opportunities at the end of the placement – ideally the company will keep the trainee on at the end of their placement • 6 month programme – entirely based in workplace – keen to make sure it is not like a training programme which is classroom based • Identifies someone within the trade to work alongside the young people – ideally for the entire 6 month placement • Reviews will generally take place on site • Pays a weekly allowance while they are on placement • Work with a list of local employers – all sectors, but mainly trades, construction, admin etc – but will source placements in whatever field young people are interested in
Funding model (costs, sources, duration)	
Performance details	<p>Has been operating for almost 2 years, and in most cases the young people have been kept on by the companies – only a few have not.</p> <p>Capacity for 20 on programme at any one time. 45 went through in the first year, and just under that number in the current year</p>
Project Details (name, address, contact person)	<p>Toolkit project Fairfield Housing Co-operative</p>

Target group	Young people in Perth who wants to gain practical skills and experience, to help gain employment
Brief project description – key features	<ul style="list-style-type: none"> • Toolkit contact local companies to recruit young people to work with their tradesmen. Their tradesmen then take on the role of journeyman-mentors for the duration of the contract. The result is that the trainees experience a positive introduction to the realities of work that will, hopefully lead to secure employment • Trainees are interviewed, selected and inducted in the same way any new employee would be. The period of the work placement is currently 26 weeks. Time keeping, attitude, initiative and reliability are central to their experience and form a core part of their assessment • Trainees may move on to a modern apprenticeship scheme, or if none are available or suitable, they will undertake intensive job search and leave with a reference that counts for something with future employers • Trainees receive £___ per week for full 35 hours worked. This is made up of £55 Training Allowance and £___ per hour Work Placement Contribution. Travel Expenses are also paid • Working closely with local businesses in Perth, Perth College, Careers Scotland and Scottish Enterprise, the project benefits youngsters in Perth and can close the opportunities gap for those who have found it difficult to find appropriate career paths
Funding model (costs, sources, duration)	

Performance details	The Toolkit Project placed its first batch of trainees with contractors in June 2006, and since then, has put 15 young men through the project. 6 of those have gone on to full time employment or apprenticeships with the same or other local contractors
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Project Details (name, address, contact person)	Shirlie Project
Target group	A range of clients of all ages recognised as requiring additional support to return to the labour market. Specific targeting determined by funding requirements – initially focusing on people with learning disabilities; but widening to include involvement in the Get Ready for Work programmes, and “Unlock your Potential” a Highland pilot programme targeted at people on Incapacity Benefit
Brief project description – key features	The Shirlie Project operates around variations of a core supported employment model – based on the principles of person centred planning. Clients are taken through a staged series of supports: vocational profiling (of their aspirations and capabilities); job matching (analysing the various job tasks and “fit” with client profiles); job coaching into and during the early

	<p>stages of employment (with SP staff working where necessary alongside clients until no longer required).</p> <p>The SP has recently developed an innovative vocational profiling (VP) database to: further improve understanding of client needs; enable the production of better MIS; and demonstrate the nature of client "distance travelled". The VP database has also developed links and joint training with Careers Scotland staff operating the "Client Achievement Summary"</p>
Funding model (costs, sources, duration)	
Performance details	<p>The various aspects of the SP activities have been regularly evaluated as triggered by the requirements of funders. For example, as part of the HIE GRFW programme evaluation. The Unlock Your Potential programme is currently being evaluated, with the report on this due in late October 07</p>
Project Details (name, address, contact person)	<p>Get Into The Princes Trust</p>
Target group	<p>Young people aged 16-25 who are unemployed, in or leaving care, educational underachievers (<GCSEs) and ex-offenders</p>
Brief project description – key features	<p>Get Into operates across the entire UK.</p>

	The core model is consistent but there are regional delivery variations. It mainly targets core growth sectors (construction, retail and hospitality) with a model where young people are trained off or on site before accessing work with a six month support service. This can be provided by Princes Trust or employer staff.
Funding model (costs, sources, duration)	
Performance details	Although there has been no independent evaluation, Princes Trust data shows that for their core sectors at the 3 month post exit point 58% are in jobs and 22% in education or training. The figure for all sectors (including pilots) is lower at 48%.

Project Details (name, address, contact person)	Construction Training - Hillcrest Enterprises Ltd 4 South Ward Road Dundee DD1 1PN
Target group	Young people wanting to start apprenticeships in the construction industry
Brief project description – key features	<ul style="list-style-type: none"> Hillcrest developed their own construction training programme to address the shortages of labour in the sector and in recognition of the declining number of new recruits joining the industry.

	<ul style="list-style-type: none"> • Training is delivered on-site in “real-life” situations. Hillcrest Enterprises employ trainers who are experienced qualified tradesmen – each assigned a group of apprentices and who work with them until their training is complete. Any training which cannot be carried out on site takes place in a workshop in Dundee. • They have a partnership agreement with local firms, George Martin Builders & WH Brown Construction who have been taking on trainees since 1992
Funding model (costs, sources, duration)	
Performance details	

Project Details (name, address, contact person)	Careers in Housing CEDA Glasgow South Regeneration Agency
Target group	Anyone aged 25 and over who had been unemployed for more than 6 months and single parents over 18
Brief project description – key features	<ul style="list-style-type: none"> • Provides practical work experiences in LHO offices, computer training and further help for those wanting to find permanent employment • Clients work for 3 days a week in an LHO office close to where they live; and receive computer training 1 day a week, with 1 day in CEDA on job search activities

Funding model (costs, sources, duration)	
Performance details	Over the 3 years of operation, 115 people have been recruited to the programme in 6 phases. 70% have gone onto permanent employment

Project Details (name, address, contact person)	Youthbuild Stoneybrae, Potter Hill, Paisley, PA2 7TG
Target group	Disadvantaged young people from most deprived areas of Renfrewshire
Brief project description – key features	<ul style="list-style-type: none"> • Youthbuild equips disadvantaged young people with the skills, experience and contacts to access sustainable employment. The construction industry is targeted as it offers considerable opportunity created by local regeneration and investment • it brings together partner agencies from all sectors, including partners from industry • Young builders are recruited from the most deprived areas in Renfrewshire identified by the Scottish Index of Deprivation, 2004. The project links with major contractors and sub-contractors in the construction industry. This, and an effective partnership with local and National Housing Associations, means that Youthbuild is able to access quality work experience
Funding model	Barnardos in Paisley took over management in April 2004

(costs, sources, duration)	
Performance details	<p>Between June 2005 and January 2007:</p> <ul style="list-style-type: none"> • 55 young people accessed the service • 42 young people achieved positive outcomes, including independent employment; apprenticeships; Further Education; or self-employed status <p>An independent evaluation of Youthbuild (2005) found that:</p> <ul style="list-style-type: none"> • Youthbuild responds to a skills gap in the construction industry • The key strength of the project has been the level of involvement by employers. Employers pay half of the wages for six months for each placement. This has increased employer buy-in and the chances of sustainable employment for the young builder

Project Details (name, address, contact person)	Ready for Work Scottish Business in the Community
Target group	All groups, including young people (they have had a number of young people who have been through GRFW)

<p>Brief project description – key features</p>	<ul style="list-style-type: none"> • Ready for Work is an established evidence-based business model that creates training and recruitment opportunities for businesses in Scotland to include people who are currently homeless and unemployed • This is a demand-led programme that aims to equip excluded groups, through business support, to gain the necessary skills to gain employment and independent living • The programme provides benefits to both employers and individuals taking part. This enables businesses to commit to the programme for a prolonged period of time <p>The programme consists of the following:</p> <ul style="list-style-type: none"> • Ready To Go - pre employment training to prepare candidates for entering or re-entering the workplace and build their confidence; • Work Placement - two-week work for participants to (re) familiarise themselves with the workplace; • Action Day - an immediate follow-up to the work placement. The Action Day is co-run with Jobcentre Plus; and • Job Coaching - ongoing business-led support and encouragement with the participants who have completed their placements
<p>Funding model (costs, sources, duration)</p>	
<p>Performance details</p>	<p>During last year, 74 participants have attended the Ready to Go training, the 3 day pre-employment training that prepares candidates for both a work placement and for re-entering the workplace. 90% go onto begin the work placement. 85% successfully completed the placement. 68 % of those who</p>

	complete placement have entered full time employment
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Project Details (name, address, contact person)	The Marriot Model Marriott hotels in Glasgow, Edinburgh & Dalmahoy
Target group	Unemployed people
Brief project description – key features	<ul style="list-style-type: none"> • Originated through an approach to Marriott hotels by the Glasgow Employer Coalition, part of the National Employment Panel, with a view to increasing the number of unemployed people moving into vacancies in the hospitality sector • Employer designing and delivering programme from start to finish • Specific on the job training and mentoring • Clients helped with their soft skills • Good partnership working; and • Persevering with the clients to help them settle into their new environment • For the first two years, since September 2002, the Marriott received funding for the programme which allowed an in-house mentor to be appointed who supported the clients to settle in, since these clients do not do so as easily as others • The Marriott model has been successful at engaging disadvantaged clients due to its clear plan of action, strategy and a developed mentoring scheme. However, this intensive on-the-job training and support means that after 6 months in the post, clients' retention rates also

	<p>increase</p> <ul style="list-style-type: none"> The Marriott hotels work closely with Jobcentre Plus in recruiting the clients on to the Marriott programme, for which it provides in-house on the job training with clients entering employed status from day one. Hence clients are able to feel confident that they are not just on another training course. The Marriott acts as both training provider and employer and hence is able to design the programme from start to finish
Funding model (costs, sources, duration)	
Performance details	The Marriott model has been very successful and has had a retention rate of 61% and 70% of clients in employment in the first and second year respectively

Project Details (name, address, contact person)	City of Edinburgh Council (delivering programmes via Employment Academies/Joined up for Jobs Strategy)
Target group	Various diverse groups, including young people and under-represented groups such as BME, disabled, lone parents etc
Brief project description – key features	<ul style="list-style-type: none"> ECC run a number of employability programmes which follow on from the Deal Me In programme which previously ran under New Deal (stopped in 2005) and was developed under the Public Sector Employment

	<p>Academy in Edinburgh</p> <ul style="list-style-type: none"> • Was said to be very successful – based on 2 elements of “mentoring” (they prefer to use the term “coaching”) – each client had a Deal me In co-ordinator who provided mentoring around initial issues/barriers. In addition they had a workplace mentor/coach who dealt solely with workplace related development – focusing on what made the trainees more employable • Edinburgh currently running some programmes based on the Deal Me In model and developing a new GRFW programme along these lines • Also offer a new programme for young people (in response to NEET) called JET – an enhanced curriculum programme which involves 1 day a week in work placement and 1 day a week in college • In addition to work with the Public Sector Academy, the Council is developing programmes with the Construction Academy to take advantage of major developments within the City • Have been working in partnership with Telford College and Lionel Rourke, & Wimpey construction firms
<p>Funding model (costs, sources, duration)</p>	
<p>Performance details</p>	<p>Deal me In recognised as v successful programme – didn't have details to hand, but happy to talk about this and the current programmes in more detail</p>

<p>Project Details</p>	<p>John Lewis - Glasgow</p>
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(name, address, contact person)	
Target group	Secondary school pupils at risk of becoming NEET
Brief project description – key features	<ul style="list-style-type: none"> • A pupil mentoring programme was developed by JL in partnership with a local secondary school in an area of high deprivation and with significant proportion of asylum seekers families • Staff members are allocated 2 pupils to mentor and meet up with once a month in the companies head office • Staff are issued with mentoring guidelines and are asked to cover topics such as interview skills, applications, retail career path, budgetary skills etc • After 5 months the pupils come into the organisation for a weeks work experience, accompanied by a placement programme providing guidance on what will be expected of them during that week
Funding model (costs, sources, duration)	
Performance details	

Project Details (name, address, contact person)	Glasgow City Council Traineeship Programme Education Services Glasgow City Council House 7, 94 Elmbank Street Glasgow G2 4PF
Target group	Young people aged 16-18 not in education, employment or training. Focus on failed applicants for the GCC

	Skillseekers/Modern Apprenticeship programme.
Brief project description – key features	The Traineeship programme lasts for one year and is delivered by a partnership between the GCC Lifelong Learning team, individual GCC departments (the employer) and TIGERS, a Glasgow-based training provider. Trainees are assigned to a GCC department on work placement and are supported during that experience by a supervisor – as well as by LLT members and TIGERS staff.
Funding model (costs, sources, duration)	
Performance details	The programme has only run for one year in its current format, achieving over 70% positive outcomes and 51% of clients into employment.