

A Step Change in
Positive Destinations for

YOUNG DUNDONIANS



DUNDEE
PARTNERSHIP

Dundee
City Council
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**CHANGING
FOR THE FUTURE**

discover
WORK

INTRODUCTION



Why is a new approach needed to improve the participation rates of 16–19-year-olds in Education, Employment or Training in Dundee?

- Dundee performs poorly in this priority measure.
- No-one should be allowed to begin a journey to long-term unemployment.
- Our participation measure will not improve without a radical response – transformational change is needed.
- Every young Dundonian should be guided to education, training, sustainable employment, or further personal and social development opportunities.
- Non-financial benefits will improve health, wellbeing, social interaction, personal growth, and self-worth.
- To help alleviate increasing demand on public services such as health, community justice, housing, and welfare. The link between young people’s non-participation and demands on public services is well known.
- To drive improvements in the City’s labour market and productivity for major employers.
- Ensure social inclusion in our city’s regeneration including the waterfront, reflecting the vision, aims, and commitments made in the City Plan.

TASK & FINISH GROUP

The Task & Finish Group members were selected to include only key decision-makers within the landscape and those responsible for Dundee's 16–19-year-olds:

- Robin Presswood, *Dundee City Council, Executive Director of City Development (Project Lead)*
- Robert Emmott, *Dundee City Council, Executive Director of Corporate Services*
- Paul Fleming, *Dundee City Council, Head of Service for Education, Learning and Inclusion*
- Marie Dailly, *Dundee City Council, Service Manager for Community Learning & Development*
- Glyn Lloyd, *Dundee City Council, Head of Service for Children's Services and Community Justice*
- Evonne Boyd, *Skills Development Scotland, Head of Operations for North East*
- Julie Grace, *Dundee & Angus College, Vice Principal – Curriculum & Partnerships*
- Lisa Laidlaw, *Developing the Young Workforce, Regional Lead*
- Laura McMahon, *Department for Work and Pensions, Customer Service Leader, Angus, Dundee and Perthshire*
- John Davidson, *Dundee City Council, Principal Officer for Discover Work – Programme Management Office*
- Craig Strachan, *Partnership Development Officer, Discover Work – Programme Management Office (Project Manager)*

OUR MISSION



“

Ensure that each year, the percentage of young people in Dundee who achieve and sustain a positive destination will improve in comparison to the rest of Scotland.

”

WHO ARE STARS?



Throughout our report and improvement plan we refer to our young people who are at risk of not achieving a positive destination, or are currently not in a positive destination, as STARS. This term is not an acronym and is designed to be a positive and non-stigmatising way of referring to this particular cohort who we feel need additional support to achieve a positive destination. This can refer to young people ranging from primary school age up to the age of 19.

Participation Rates for 16-19 year olds in Dundee December 2023

Dundee has the lowest % of 16-19 year olds participating in Scotland


88.7% 16-19 year olds Participating
11.1pp gap between participation in the 20% most deprived and 20% least deprived

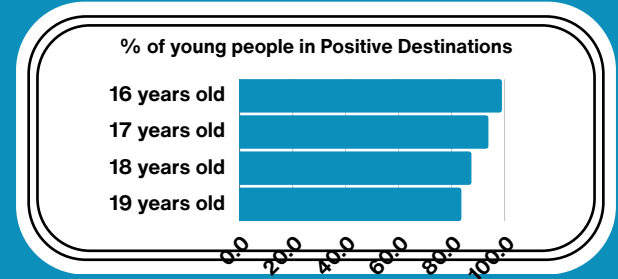
5353
16-19 year olds are in a Positive Destination


514
Full-time Employment


930
Further Education


1112
Higher Education

1803
School Pupils 




6035
16-19 year olds in Dundee

D&A College Successful Completion Rate for <18 years old **67.1%** compared to **57.9%** national average.
Successful Completion Rate for **18-20** year olds - **68.2%** compared to **63.5%** nationally.

Dundee's participation rate must improve by **3.5%** (211 young people) to reach national average.

KEY THEMES



1. Early identification and Positive Destination Framework

2. Responsibility for Tracking and Monitoring Young People Post School

3. Integrated Approach to Data and Funding

4. Post School Opportunities

5. Engaging communities and families

6. Additional Support Needs- a key challenge

1. Early Identification and Positive Destination Framework

Themes – Young Person’s Expectations		Change Needed - Direction of Travel		Actions - How we will get there - Deliver the Vision	Agency Responsible
My needs are identified in primary school and all agencies must work together to support my progression and planning for my post school future.	1.1	There is a lack of consistency across Dundee regarding how our STARS are identified and are supported into positive destinations. We need a clear and consistent approach across all schools.	1.1.1	A Depute Head Teacher in each secondary school will be designated as the Senior Responsible Officer for Youth Participation of 16–19-year-olds in their catchment areas. They will be supported by a designated lead for coordination and reporting of case conferencing in each school e.g. named colleagues from DYW, SDS, etc.	Education
			1.1.2	Simplify the support landscape for the whole cohort of STARS in each school with a multi-agency Positive Destinations Improvement Group, covering the full journey up to the age of 19. A consistent framework across all schools including Terms of Reference will build on best practice from across Dundee and the new P&K approach. Adapt current Red/Amber/Green RAG systems in place in schools to identify the STARS who should be given additional case management support.	Education/ SDS
	1.2	The P7 to S1 transition is crucial - this needs to be delivered to ‘best in class’ standard across the city.	1.2.1	Ensure a clear and consistent approach across Dundee for enhanced P7 to S1 transitions for STARS. Review current processes and identify areas for improvement and make recommendations.	Education
	1.3	Poor attendance and engagement of our STARS is a challenge, and we must ensure that these young people are given the necessary support required to engage with education in flexible and creative ways.	1.3.1	Review existing action plans to ensure that they target poor attendance levels of our STARS in schools as a priority.	Education
			1.3.2	Broad General Education (BGE) is being developed as part of Every Dundee Learner Matters (EDLM) strategy. This will focus on the S3 experience to increase attendance and engagement and develop a culture of school education as a 6-year experience where appropriate, with a particular focus on STARS.	Education

2. Responsibility for Tracking and Monitoring Young People Post School

Themes – Young Person’s Expectations		Change Needed - Direction of Travel		Actions - How we will get there - Deliver the Vision	Agency Responsible
<p>My post school progress is monitored jointly by all agencies, until I enter and maintain a positive destination. I am supported throughout by a single person who is accountable for my ongoing development.</p>	2.1	<p>There is an inconsistent approach to supporting our STARS when they leave school. We will develop a consistent, multi-agency approach, which ensures the appropriate support is in place for each individual. We will ensure that STARS progress is monitored by a single lead support officer who has developed a positive relationship with the individual.</p>	2.1.1	<p>Review all mentoring across the city which are targeted at vulnerable young people. Multiple mentoring programmes are running, and we will ensure that these cover the full spectrum of support and appropriately targeted to meet the needs of all our STARS.</p>	<p>Children’s and Community Justice Services</p>
			2.1.2	<p>Build on current success to develop an improved response to target College and University early withdrawals who do not transition into a positive destination. Both universities to support this action plan through research.</p>	<p>Dundee & Angus College supported by Universities</p>
			2.1.3	<p>Develop an action plan to ensure that third sector partners play an enhanced role in STARS by developing a joint commitment relating to outcomes.</p>	<p>Dundee Volunteer & Voluntary Action</p>
			2.1.4	<p>Develop a standard Service Level Agreement for use by all Council funded third sector organisations requiring them to commit to employing and prioritising STARS.</p>	<p>DCC Corporate Services/ City Development</p>
	2.2	<p>The business community currently supports work with STARS. Higher profile, more coordinated support is required to ensure placement and employment opportunities.</p>	2.2.1	<p>Develop a clear ‘ask’ of major employers setting out how they can support this vulnerable client group into employment.</p>	<p>Developing the Young Workforce</p>

3. Integrated Approach to Data and Funding

Themes – Young Person’s Expectations		Change Needed - Direction of Travel		Actions - How we will get there - Deliver the Vision	Agency Responsible
All agencies will have a shared knowledge of my needs and find solutions to remove barriers through an integrated approach to data and funding.	3.1	There is a lack of clarity around interrogation and sharing of data across the partnership. We will establish clear roles and responsibilities with structure and accountability to ensure effective use of data to monitor our performance more closely.	3.1.1	Establish a city-wide Positive Destination Improvement Group to be supported by a data analysis virtual unit, this will be chaired by a secondary Head Teacher and will have senior representatives from each agency. This will replace the function of the Youth Participation Group.	SDS
	3.2	We will establish a ‘single pot’ approach to co-ordinating all funding streams available across the partnership to provide a bespoke solution to each STAR’s personal challenges.	3.2.1	Carry out an audit of current funding/resources across agencies and how they can be better aligned – to be done after Scottish Government publishes its response to the James Withers Skills Delivery Landscape Review and Purpose & Principles Report. Changes in funding streams will be discussed strategically by the Discover Work partnership to ensure that any new funding is invested in the areas of greatest impact. Existing funding streams will be reviewed and where possible targeted to support our STARS. We will explore DYW school co-ordinator posts being filled by non -teaching staff.	Discover Work PMO
			3.2.2	We will identify key gaps in our existing resources regarding delivery and support for our STARS and will prioritise new funding streams to address weaknesses in our support.	DCC City Development
			3.2.3	We will target all available wage subsidies (Employer Recruitment Incentives) or other discretionary funding streams at young people that are at greatest risk of not reaching a positive destination.	Discover Work PMO

4. Post School Opportunities

Themes - Young Person's Expectations		Change Needed - Direction of Travel		Actions - How we will get there - Deliver the Vision	Agency Responsible
I will choose the correct post school opportunity at the right time with guidance at key stages, and will be supported to make the right decision throughout my post school journey.	4.1	Young people have a range of post-school opportunities, with college being the most common one. All agencies will work together to provide consistent support and to ensure that our young people understand all the options available to them and choose the right option at the right time.	4.1.1	Create a formal transition agreement (with a high-profile menu of options) between college, Education and SDS to be developed to ensure every young person who is to transition to college does so at the right time for them and onto the right course. This should build on to ASN/looked after young person's transition agreements.	Dundee & Angus College
			4.1.2	Ensure that for any STARS planning to apply for college, SDS careers and schools' guidance staff will provide enhanced support to ensure that they are aware of their options at college and receive additional support to select the correct courses at the right time for them.	SDS/ Dundee & Angus College
			4.1.3	Ensure that a lack of documentation for pre-18-year-olds is not a barrier to work or training after leaving school. Develop a plan to ensure all young people have the identification necessary before leaving school.	Council Employability Service
	4.2	A focus will be placed on a joint agency approach to offering support and developing opportunities post school. A 'one team' approach will be adopted.	4.2.1	Organise an annual conference to bring all practitioners together from all agencies to drive closer collaboration and share best practice.	Discover Work PMO
			4.2.2	Explore further opportunities for agencies/services to share premises to further enhance the 'one team' approach. e.g. ·creation of a new multi-disciplinary hub for child protection services which hosts co-located team. develop a proposal for multi-agency employability hub	DCC

5. Engaging Communities and Families

Themes – Young Person’s Expectations		Change Needed - Direction of Travel		Actions - How we will get there - Deliver the Vision	Agency Responsible
<p>Believe in me! We will create a culture in the city, families and communities which expects that every young person can fulfil their true potential.</p>	5.1	<p>Communication with our STARS and their families is a major challenge in some cases. We will ensure that a co-ordinated, targeted approach is taken by relevant agencies to make all young people, and their families, aware of all post school opportunities and the support that can be provided.</p>	5.1.1	Focus spe	Community Learning & Development
			5.1.2	<p>We will use current initiatives to ensure a standard communications approach including terminology, audience, reach, content. Capture young people’s voice through lived experience group etc - ensure maximum impact on them and their families. Consider possibility of developing a single app building on the Edinburgh guarantee model.</p>	Discover Work PMO
	5.2	<p>The culture within some families and communities can undermine the ability of our STARS to progress into a positive destination. We will develop a culture change approach to challenge negative perceptions of work and education, and work with community partners to develop further opportunities and raise expectations.</p>	5.2.1	<p>We will ensure Community Wealth Building benefits derived from public procurement and capital projects. We will develop standard offer/ask for major contractors supplying public sector to support youth participation agenda including work experience and employability opportunities.</p>	DCC City Development
			5.2.2	<p>Develop a charter for STARS setting out their rights and obligations to ensure that they achieve a positive destination.</p>	Council Employability Service
			5.2.3	<p>We will ensure that young people and families understand the financial implications of work and how this can impact benefits while making them aware of financial support available and the benefits of working.</p>	Council Employability Service
	5.3	<p>Although we have made progress at school and beyond, too many 16–19-year-olds lose contact with the public agencies. We will not accept that any young person is in an ‘unknown’ destination.</p>	5.3.1	<p>We will use best national practice for benchmarking to further reduce our numbers of unknowns. Develop an operational approach to target all young people with an unknown destination including a more comprehensive approach to door knocking (to identify and engage young people who are not in a positive destination) supported by a nominated provider through the Discover Work Employability Pathway.</p>	SDS

6. Additional Support Needs - A Key Challenge

Themes – Young Person’s Expectations		Change Needed - Direction of Travel		Actions - How we will get there - Deliver the Vision	
<p>My Additional Support Needs will be met through improved opportunities and support, and by the development of new transition approaches.</p>	<p>6.1</p>	<p>With a high rate of STARS having Additional Support Needs it is vital that we address the impact this has on engagement and achievement. Suitable transition pathways for all young people with ASN will be made available including career guidance to ensure a successful transition into post-school opportunities.</p>	<p>6.1.1</p>	<p>Undertake a statistical analysis of Additional Support Needs to ensure flexible and relevant progression pathways exist which accommodate the needs of every young person. For example, STARS that may present with one or more of the following profiles:</p> <ul style="list-style-type: none"> • social emotional & behavioural difficulties • care experience and care leavers • neurodiverse condition/autism • mental health conditions • a learning disability • substance use • an offending background 	<p>Education/ Children’s and Community Justice Services</p>
			<p>6.1.2</p>	<p>Ensure that the Young Person’s Guarantee of a positive outcome for every care experience young person is honoured, through a programme asking each major employer to recruit and fund a ring-fenced apprenticeship.</p>	<p>Children’s and Community Justice Services/Developing the Young Workforce</p>
			<p>6.1.3</p>	<p>Audit current post-school provision for those with multiple learning disabilities and complex support needs and explore opportunities to support additional capacity as required.</p>	<p>Dundee & Angus College</p>
			<p>6.1.4</p>	<p>Ensure that all support workers have mental health first aid training to support and signpost clients with mild and moderate mental health difficulties to relevant agencies.</p>	<p>NHS</p>
			<p>6.1.5</p>	<p>Enhance employability provision to identify employment opportunities that may be suited to young people on the autistic spectrum. This will build on Dundee & Angus College’s successful work getting young people with neuro differences into digital career programmes.</p>	<p>Discover Work PMO</p>

NEXT STEPS



The members of our partnership have spent a year formulating these recommendations. But the hard work doesn't stop with the publication of the Improvement Plan. The group will continue to meet regularly to ensure that each and every action is delivered. We have identified a lead agency and a nominated individual to ensure that nothing is allowed to slip.

Our commitment as set out in the Mission is clear – we will get better every year. And by implementing this Improvement Plan, we will achieve that and deliver a step change in positive outcomes for young people.

[Full report - Download](#)