Annual Review
2017/18
We are proud to present our 2017/18 Annual Review. In the past 12 months, we have made significant strides towards achieving our ambitions for the people and businesses of Scotland. As reflected in our performance and the expansion of our products and services, we have continued to work hard to improve the response of education, training and the careers service to the needs of employers and the economy.

In line with the recommendations of the Scottish Government’s Enterprise and Skills Review, we worked closely with our trusted national and local partners to improve the skills landscape, creating a simpler system of support for businesses and individuals. Without those partnerships, we would not achieve our ambitions for Scotland.

This past year, we have strengthened the national, regional and local intelligence that helps SDS and our partners better understand current and future skills demand, shape provision and inform investment in the skills system. This includes the refresh of a suite of Regional Skills Assessments, two new Skills Investment Plans and the publication of Jobs and Skills Scotland: The Evidence – the country’s first comprehensive report looking at the statistics, trends and issues that will shape future skills planning and delivery.

In 2017/18, we significantly expanded our apprenticeship family, exceeded targets and continued to build a demand-led, responsive work-based learning system in Scotland that is recognised world-wide. This year, we have forged even stronger links with employers and education partners through the Scottish Apprenticeship Advisory Board and Centre for Work-based Learning, to drive an industry-led approach to skills development.

Through our enhanced school careers service, post-school support and our award-winning online web service, My World of Work, we have engaged and inspired young people at an earlier stage, helping them to develop career management skills so they can make informed choices, anticipate future opportunities and navigate an ever-changing job market.

To support those furthest away from the labour market into positive destinations, our new intensive case-managed service for young unemployed people, Next Steps, was rolled out across Scotland.

SDS is deeply committed to improving equality, diversity and inclusion both as an employer and as a service provider. Last year, we published a refreshed Modern Apprenticeship Equality Action Plan and use our Stonewall workplace equality index position to inspire our organisations.

We are closer to our ambition to be an employer of choice than ever before – in our annual ‘Your Views’ staff survey this year, a record 60% of colleagues said they would recommend SDS as a place to work.

Finally, I’d like to recognise colleagues up and down the country for the work they do daily – none of what we have achieved this year would be possible without the passion and commitment of the people who work for SDS.

In the years to come, we will continue to work together to build a strong, inclusive and resilient economy for Scotland.

This version of the Annual Review published in 30 June 2018, contains a minor revision to the original publication, published 21 June 2018.

Foreword

John F McClelland CBE, Chair of SDS

We are pleased to present our 2017/18 Annual Review.

Introduction

Skills Planning and Intelligence

Supporting Scotland’s Employers

Work-based Learning and Scottish Apprenticeships

Scotland’s Career Service

Employability Skills

Equality and Diversity

Our Organisation

This version of the Annual Review published in 28 June 2018.
Skills Development Scotland

Skills Development Scotland (SDS) is the national skills agency in Scotland. Our aim is to make skills work for Scotland by improving the response of education, training and careers services to the needs of our economy and employers, thereby providing Scotland’s people with the best possible chance of succeeding in the world of work.

Working in partnership with a diverse range of stakeholders, we seek to understand and articulate the needs of industry and employers within the Scottish economy, and build a robust labour market and careers intelligence base. As shown in the Skills Planning Model, this intelligence base is built in order to influence skills investment decisions and to inform individual career and learning choices.

We also support the development of a high-performing and inclusive labour market by encouraging and supporting employers to adopt fair work practices, with a focus on workforce development and inclusive recruitment. Alongside this, we equip individuals with the skills they need, through our all-age career services, work-based learning options and employability support. These include career management skills; empowering individuals to make informed decisions and achieve their potential, throughout their learning and career journeys.

Introduction

The Skills Planning Model
Making Skills Work for Scotland

Regional and Sectoral Skills Investment Plans

Investment in responsive education and training provision

Understanding Skills Demand through:
- Direct employer engagement
- Input from our engagement with employer groups
- Insights through partner agencies and data research

Influencing choice through careers intelligence

Employers:
- Are able to recruit the right people with the right skills at the right time.

Individuals:
- Access a careers service that helps them pursue opportunities important to the economy and its employers.

Matching learning provision with demand to develop the right skills

Corporate Performance Framework

Our Corporate Plan describes our ambitions and goals for the period 2015-20. The plan is supported by a Corporate Performance Framework which articulates nine outcomes that convey what we are seeking to achieve. These outcomes are used to monitor success and progress against our Corporate Plan and provide the focus for this Annual Review.

Skills Development Scotland Corporate Performance Framework

Our ambition for employers: Goal 1 and Goal 2
- Making skills work for employers

Our ambition for individuals: Goal 3 and Goal 4
- Making skills work for individuals

Our ambition for our organisation: Goal 5
- Organisational Outcomes for Organisation

- Is recognised for Excellence and Innovation
- Is an Employer of Choice
- Makes Best use of its Resources
- Has Satisfied Customers

Employer Outcomes:
Scotland’s Employers

- Have Fair and Successful Workplaces
- Inform and participate in an Effective Skills System
- Have access to Coherent Career Pathways

Individual Outcomes:
Scotland’s Individuals

- Achieve and Progress in their careers
- Are able to make Informed Choices

Organisational Outcomes:
- Is recognised for Excellence and Innovation
- Is an Employer of Choice
- Makes Best use of its Resources
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Skills intelligence helps us to understand the current and future demand for skills and jobs across Scotland, by geography, industry sector and occupation. We develop the depth and quality of the intelligence base, through the collation and analysis of labour market information, and by working in partnership with industry to identify and articulate current and future skills demand.

We are committed to working with the Scottish Funding Council and other partners, to use this intelligence base to better inform skills provision, and to support all stakeholders in the Scottish skills system to do the same. Skills intelligence already informs our own work, such as the provision of career information, advice and guidance, and the contracting of apprenticeships. It also empowers our partners to make evidence-based decisions on their own investment in skills, contributing to the creation of a more responsive, demand-led skills system for Scotland.

In early 2018, SDS highlighted a need for increased diversity in the nation’s Early Learning and Childcare sector to help create an additional 11,000 jobs. The Early Learning and Childcare Skills Investment Plan, created by a sector-led Steering Group made-up of 17 organisations, outlined how best to meet the needs of the sector.

An estimated 11,000 additional workers across all levels of expertise may be required for the expansion to 1,140 hours of free Early Learning and Childcare provision for three and four year olds, as well as eligible two year olds. An action plan has been developed to guide skills planning and investment, tackle the challenges and help maximise opportunities by strengthening links between organisations to help them work more effectively together.

Minister for Childcare and Early Years, Maree Todd said: “The Skills Investment Plan, developed by and for the industry, reflects the collaborative approach required to meet the future skills and workforce requirements of our expanded provision.”

International Symposium
More than 100 business leaders and academics from as far afield as Malaysia and San Francisco descended on Glasgow on 3 November 2017 to hear about the future of work and skills.

The “Thriving in the Workplace of the Future” symposium was organised by SDS and the Centre for Work-based Learning (CWBL). Participants heard from a diverse group of experts from a range of organisations, including the CIPD, IBM and the British Council.

Peter Cheese, chief executive of the CIPD and one of the keynote speakers, applauded Scotland for taking the lead on discussing skills for the future. “Scotland is way further down the track than any other country when talking about this vital area, and that is thanks to SDS, Scottish Enterprise and the CWBL.”

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In addition to our partnerships with local and national representative bodies, such as Industry Leadership Groups, we also work with employers on an individual basis. Across Scotland, we support employers to:

• Understand, engage with and create work-based learning (WBL) opportunities
• Understand the skills they require to achieve their ambitions
• Consider how they can meet those needs through WBL, and other workforce developments, as well as recruitment
• Build and maintain fair and equal workplaces that attract and retain talent.

**SDS Corporate Performance Outcome**

**Fair & Successful Workplaces**

- 476 employers were met by Relationship Managers from the SDS Skills Relationship Team to discuss work-based learning opportunities
- 110 SMEs were supported through Skills for Growth
- Significant review of PACE resources undertaken to improve our service, including marketing materials, workshops and presentations
- Over 500 employers now registered on Marketplace; facilitating engagement with schools across eight different GLOW areas
- In the region of 62,000 users of the ‘Our Skillsforce’ employer website
- Employers Guide to Inclusive Recruitment published (see case study box)
- Over 500 employers now registered on Marketplace; facilitating engagement with schools across eight different DYW areas
- In the region of 42,000 users of the ‘Our Skillsforce’ employer website
- Employers Guide to Inclusive Recruitment published (see case study box)

**Satisfied Customers**

- 84% overall satisfaction with the Employer Services Team
- 95% of customers would consider seeking support from the Employer Services Team in future

**2017/18 Key Achievements**

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**Supporting Scotland’s Employers**

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**Supporting Diverse Recruitment**

SDS launched a range of digital guides in March 2018, designed to support employers to attract and recruit apprentices from a range of backgrounds.

Glasgow-based Dear Green Coffee wanted to emulate the success of their inspiration, global craft brewer BrewDog, by making and marketing its products on the global stage.

They approached Skills Development Scotland (SDS) for help and were provided with a business mentor for company founder Lisa Lawson. SDS’s Skills for Growth (SfG) programme also facilitated full sensory training for all staff from global coffee expert Morten Munchow.

Lisa said: ‘The technical expertise and understanding instilled right across the company led to a huge uplift in motivation and productivity. And without the SDS funding it just would not have happened.’Lisa also completed an Authorised Trainer Course enabling her to offer classes for fellow industry professionals, allowing her to generate a new income stream for the business.

SDS director of National Training Programmes, Katie Hutton, said that changing perceptions with employers and potential apprentices remains a focus. She said: ‘The apprenticeship equality guides are designed with employers, for employers and include simple, practical steps they can take to recruit a more diverse workforce.

‘Having a more diverse workforce can lead to increased productivity, creativity and profitability. Being more inclusive also builds your reputation and attracts new staff and customers.’
We are committed to developing and growing a world-class work-based learning (WBL) system in Scotland. Our vision for WBL is that we reach a point where we have a demand-led, responsive skills system in which:

• Young people will have a wide range of learning opportunities to choose from and understand the different career opportunities that exist
• Parents and other influencers will understand and value academic and work-based learning options equally
• Employers will be able to identify and have access to a pipeline of skilled talent
• Employers will work with schools, colleges and training providers to ensure that the skills they require are provided.

10,333 job opportunities advertised by employers on Apprenticeships.scot

Following its launch in 2017, the Centre for Work-based Learning grew in order to help drive cultural change and generate demand for WBL across Scotland.

Over 100 employers and employer representative organisations contributed to defining the underlying principles for Scottish apprenticeships by responding to a SAAB-led consultation, facilitated by SDS.

1,245 Foundation Apprenticeships (FAs) started in the 2017-19 cohort.

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27,145 Modern Apprenticeships started, exceeding stretch target for 2017-18 of 27,000 starts.

278 Graduate Apprenticeships (GAs) commenced in 2017/18.

Phase Two of GA contracting was completed, with the programme now offering 11 frameworks, within 12 institutions.

Over 555,000 users of Apprenticeships.scot, exceeding target by 26% (32% increase from last year)

78% of leavers in 2017/18 achieved their Modern Apprenticeship

A Graduate Apprenticeship means that Supta Das can study, work, earn and look after her family while working towards her career goal. Originally from Shillong in India, Supta currently works as an IT Partner Management Analyst for Scottish Water. The Graduate Apprenticeship in IT Business Management, which is delivered by Edinburgh’s Heriot Watt University, was a good option for Supta, as it allows her to pursue her goal of obtaining a degree without giving up her income.

She said: “I’m very fortunate to have this opportunity. Every time I’m doing coursework, I can directly relate and align it to my work. I can identify ways in which I can improve at Scottish Water by applying what I have learned through my apprenticeship.

Supta’s line manager Sally Lawson, Lead IT Partner Consultant, Business Supply, said: “The Graduate Apprenticeship has given Supta a fantastic opportunity to develop her analysis skills.

“The flexibility of the apprenticeship has ensured that Supta has been able to continue performing her partner analyst role while at the same time gaining an industry-recognised qualification.”

From FA to MA - Tiegan Duff

Tiegan Duff is off to a flying start in her engineering career after securing a Modern Apprenticeship (MA) with Babcock. The 18-year-old applied for the job with the engineering firm after successfully completing a Foundation Apprenticeship while still at school.

She said: “By doing the Foundation Apprenticeship first, I had already gained skills and knowledge that I could transfer over to the MA, so I found the transition easier.”

Since starting the Modern Apprenticeship last year, Tiegan has been attending Fife College to study towards a qualification in mechanical engineering alongside her full-time job.

Julie McCluskey, Early Careers Adviser at Babcock’s Rosyth site, said: “We were really excited to welcome our new apprentices to the team in August last year.

“They brought a range of good experience with them, having all completed a National Certificate in their chosen trade. It’s really important that we ensure our apprentices gain essential skills, knowledge and experience for the future.”

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The Investment Challenge

The Investment Challenge uses the Finance Lab simulation to deliver an engaging and productive experience which brings together industry and education in line with the Developing the Young Workforce strategy.

In November 2017, more than 1,500 S5/S6 students from 81 schools across Scotland took part in this unique competitive challenge.

With the guidance of business mentors from sponsors BNP Paribas and First Direct, students learned how skills, such as quick decision making and teamwork, could be used in a career in financial services.

The Challenge provides an applied learning opportunity for Business Education, Economics and Maths students, and promotes the diversity of careers Scotland’s financial services sector can offer.

Stephen Forbes, Business and Computing teacher at Madras College, said: “The competition has helped my students improve their team-working, communication and analytical skills – and given my students a realistic insight into the financial sector.”

Creating Connections

The annual Creating Connections event, run in partnership between Skills Development Scotland and Ayrshire College, saw over 350 people hear talks from local young people, attend workshops with experts and meet with employers, charities and training providers.

Visitors were able to meet with 24 different organisations, from charities to local employers, to get a better idea of the opportunities that are available.

SDS’s Uuganna Ramsay said: “The Creating Connections event plays an important part in bringing everyone together to share their stories and support each in other helping young disabled people and those with additional support needs.”
We support individuals, through a range of programmes, to increase their work-based and employability skills. These skills help enable individuals to take their first steps into the labour market, make successful career changes and progress in the workplace.

SDS Corporate Performance Outcome 2017/18 Key Achievements

Career Pathways

- 9,073 people started on the Employability Fund, exceeding the 2017/18 target for 9,000 starts
- 2,657 individuals were supported by the National Third Sector Fund
- 1,290 started towards achieving the Certificate of Work Readiness
- 1,095 people with health-related barriers to employment received support through Work Able Scotland
- 15,482 people made 16,757 applications for Individual Training Accounts (ITAs) to attend courses which will enable them to achieve work-related qualifications
- Employees in 233 companies were supported through Partnership Action for Continuing Employment (PACE)
- Transition Training Fund reached milestone of 1,000th approval, including 1,317 applications approved in 2017/18
- 67 redundant apprentices were given support to access alternative learning and/or employment destinations

Achieve & Progress

- 75% of leavers from the Employability Fund achieved a positive outcome in the form of an outcome, an output or both
- 50% of Employability Fund Leavers (5,989 between July 2016 and June 2017 inclusive), achieved an outcome, +0.8 percentage points (pp) on the previous year
- 68% of outcomes were job related (4,072 of 5,989), -0.5 pp on the previous cohort but +2.6 pp on 2016/17

Certificate of Work Readiness

Stefano Miotti has experienced various challenges in his life after moving from Nigeria when he was 16 years old. Although English is his second language, he refused to let that hold him back. The 23-year-old started the Certificate of Work Readiness (CWR) qualification through the Employability Fund course with Learndirect.

He said: “When I started CWR, I was quite nervous. I had never done anything like this before. It helped me to find the motivation to learn new skills and try new things.”

Stefano has learned a variety of skills, such as customer service, due to the course work and his work experience placement at The Park Hotel in Kilmarnock – which led to a permanent job with the hotel.

Stefano’s coach for CWR, Sandra Benwick, said: “When Stefano started CWR, he was very shy, lacked confidence and had very little knowledge of the world of work. As he progressed through the CWR units he opened confidence, communication skills and a broader awareness of how to deal with real work situations and the responsibilities of employment.”

Transition Training Fund

Kyle Davidson was a technical co-ordinator for Oceaneering when he fell victim to the oil and gas industry downturn at the beginning of 2017 and was made redundant. While going through the redundancy process, the 31-year-old heard about the Transition Training Fund. The Fund is open to people who worked in oil and gas and is administered on behalf of the Scottish Government by SDS. Adviser Ged Gourlay offered valuable support which has transformed Kyle’s working life.

“I looked at a fast-track electricians’ course as I had some practical electrical experience,” Kyle said. “I was able to use the Transition Training Fund for courses that would get me started, and which will help further my career once I’m qualified as an electrician.”

After completing his training, Kyle went on to secure an apprenticeship with Inverness-based firm Sutherland Electrical Engineering.

“I would 100 per cent recommend it,” he said. “Last year wasn’t an easy year. It was tough going but now I’m far happier as there’s light at the end of the tunnel.”

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1All Employability Fund (EF) starts figures contained within this document relate to EF starts in 2017/18 (April 2017 – March 2018). All EF Outcomes and Outputs relate to a cohort of leavers (from July 2016 to June 2017).
Our fourth goal in our Corporate Plan 2015-20 is to achieve increased equality of opportunity for all in Scotland. We are deeply committed to improving equality, diversity and inclusivity as both an employer and as a provider of services. This commitment runs through all our work, from supporting employers to adopt inclusive recruitment, to challenging stereotypes in schools, and continually seeking to refine and improve our own practices as an employer.

**SDS Corporate Performance Outcome 2017/18 Key Achievements**

**Informed Choices**
- 85% of senior phase pupils in maintained schools with known care experience, and 81% of disabled senior phase pupils, received coaching guidance from SDS, compared to 46% of all senior phase pupils

**Career Pathways**
- Increased diversity in Modern Apprenticeship starts, including:
  - 11.3% of starts from disabled people (up from 8.6% in 16/17)
  - 1.9% from ethnic minorities (up from 1.7% in 16/17)
  - 1.6% from care-experienced people (up from 1.3% in 16/15)
- Annual report on MA Equality Action Plan published in June 2017, with continual focus on addressing under-representation and gender imbalance in apprenticeships
- 7.4% of Employability Fund (EF) starts self-identified as care-experienced (+1.5 percentage points higher than last year)

**Achieve & Progress**
- 82.8% of EF starts self-identified an impairment, health condition or learning difficulty in 2017/18 compared to 10.6% last year

**Employer of Choice**
- In line with our Disability Confident employer status, we saw a 0.3 pp increase in disabled employees
- Better than 50:50 gender balance of Board Members achieved ahead of 2020 target
- SDS was awarded Carer Positive status in December 2017

**Equality and Innovation**
- SDS LGBTI+ Allies Network Group was created within SDS. This has resulted in over 300 colleagues so far signing up to engage in conversations, share ideas and ultimately show their support for the LGBTI+ community. Colleagues who have joined are given rainbow lanyards to wear in work, demonstrating their alliance with this group.

**Excellence & Innovation**
- IGBS (see case study box) was shortlisted for the Herald & GenAnalytics National Diversity Awards 2017 in the Diversity Through Education category
- Significantly improved both our previous score and ranking in the Stonewall workplace equality index, to place 154th out of 439 organisations in 2018 (from 335/397 in 2015 & 222/439 in 2017)

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**Improving Gender Balance Scotland (IGBS)** is a project aimed at identifying and tackling the challenges facing students as a result of gender stereotypes. The project is a partnership between Institute of Physics, Skills Development Scotland and Education Scotland.

Its two project officers work closely with education practitioners, careers advisers and educational and government bodies to help schools identify and tackle issues of hidden bias around gender and subject choice.

The work in early years and primary schools focuses on preventing early bias in career choices, whilst in secondary schools a particular focus has been on students’ choices in science, technology, engineering and maths (STEM) subjects. The project engages with all members of the school community, including pupils, teachers, parents and school management.

Following the success of the three-year pilot fund by SDS, IGBO will now be rolled out across the country, led by Education Scotland, with a goal to reach every school cluster by 2022.
Our Organisation

SDS Corporate Performance Outcome

2017/18 Key Achievements

• SDS Academy relaunched with commitment to support 21 hours CPD per annum for all staff. 180% of colleagues achieved their 2017 CPD target.
• 95% of Young Talent programme participants employed in a combination of apprenticeships, internships and modern, technical and graduate apprenticeships; including 49 newly appointed colleagues in 2017/18.
• 95% of Young Talent leavers went on to a positive destination.
• 89% of colleagues are proud to work for SDS.
• 9 out of 10 employees would recommend SDS as a place to work.

Career Pathways

• Jointly won the Procurement People of Tomorrow category at the Annual Government Opportunities (GO) Awards (see case study).
• The SDS Internal Communications and Parliamentary Engagement teams collected two silver awards at the Chartered Institute of Public Relations (CIPR) Scotland Pride Awards in October 2017.

Achieve & Progress

• Office 365 rolled out to all colleagues.
• Having achieved our 2020 target of 42% carbon reduction three years early in 2017, achieved a further 7% reduction in energy consumption.
• Total value for money savings realised on central contracts placed by SDS of £509,079.

Informed Choices

Our Organisation

We recognise that delivery of high quality, customer-focused services relies on having engaged and empowered employees, adequately assisted by effective support services. This is why our organisational aim is to be an employer of choice, an exemplar of fair work and internationally recognised for excellence, innovation and customer focus.

Our ambitions focus on areas where we believe we can achieve the greatest difference. The main themes are:

• people management and development
• fair work, equality, diversity and social responsibility
• making best use of our resources, including harnessing our digital capability
• embedding continuous improvement throughout all our work.

Excellence & Innovation

Employer of choice

Best use of Resources

Procurement People of Tomorrow

SDS has been recognised for its commitment to supporting the future stars of the procurement industry at the Annual Government Opportunities (GO) Awards. SDS jointly won the Procurement People of Tomorrow category with the City of Glasgow College, at the event at the Marriott, Glasgow in October 2017. This is the first time an award has been shared.

The joint award recognises the harmonised approach to vocational and professional development within procurement. City of Glasgow College are a provider of the SVQ 3 in Procurement and have an HND in Procurement and Supply Chain with a recently established relationship with Glasgow Caledonian University leading to a degree in Procurement & Supply Chain.

In February 2018, SDS ran its fourth Limited Internal Travel Month. Colleagues from across the country took steps to minimise their business miles by changing how, when and why they travelled during work. We achieved a 30% reduction in miles claimed for internal business travel compared to February 2016. This is a 1% improvement on the 2017 campaign, and 3% when looking at figures per head.

As an organisation, during Limited Internal Travel Month we avoided 2.884kg of carbon dioxide emissions being released into the atmosphere. To put this into perspective, that is equivalent to the amount of carbon emissions removed by 1,450 trees in one year.

In terms of distance, we avoided 13,235 miles – the equivalent of travelling 15 times between Land’s End and John O’Groats. Importantly, our travel saw a greater reduction than train travel –16% and 29% respectively.

Procurement People of Tomorrow

Tom Wilson, SDS Head of Procurement, said: “It is fitting that SDS, the national skills agency, is recognised for making skills work and developing pathways into procurement as a career of choice, along with City of Glasgow College. Our Procurement team works extremely hard and is committed to promoting and developing the young workforce internally, and working with educators to highlight the exciting and rewarding range of careers within the procurement industry.

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While face-to-face meetings remain important, and at times unavoidable, making use of the available technology such as Skype and online conference facilities, helps drive our productivity and reduce our carbon consumption.