

Outline Business Case

Item No. 11 - Appendix

Title	Sponsors
The Borders Young Person's Guarantee	To be Agreed

REASONS FOR PROJECT

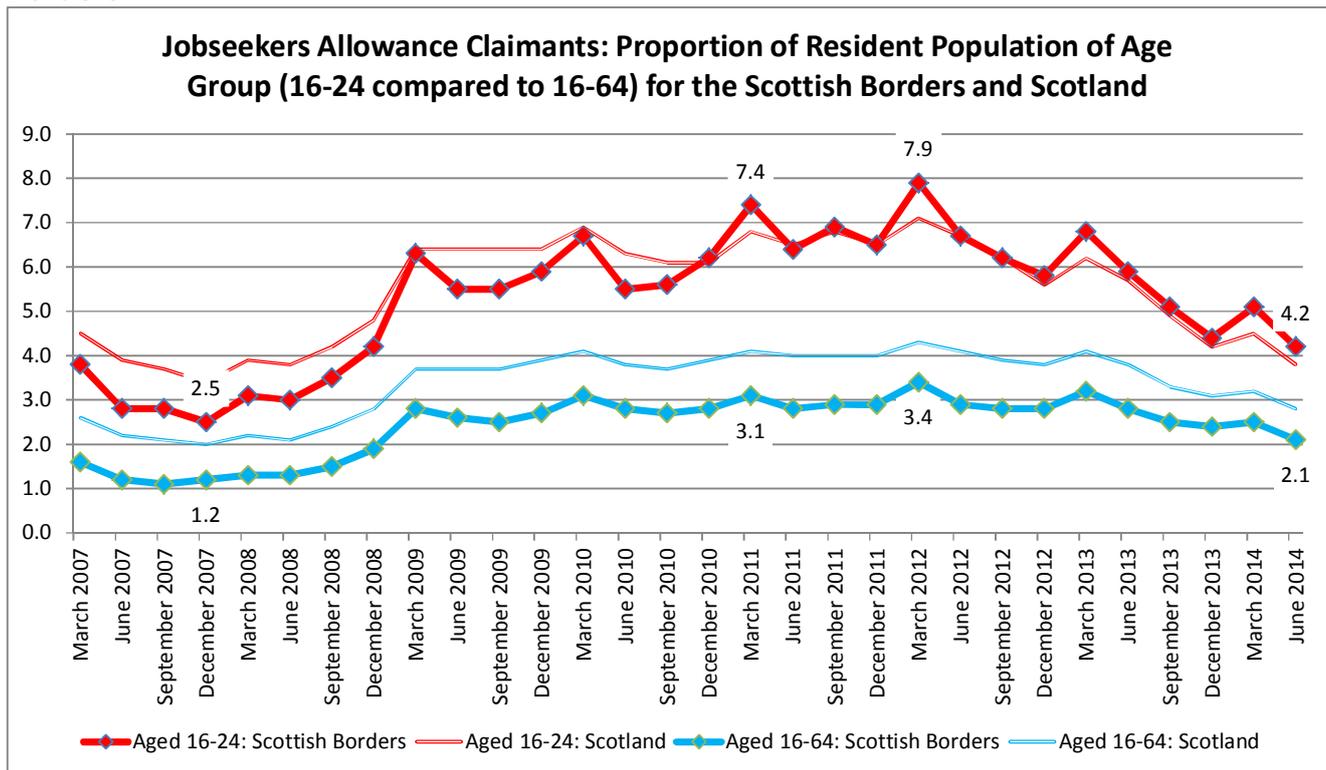
What is the "Strategic Fit" of the Project within the Community Planning Partnerships' overall Aims and Objectives?

Background Information - why?

What is the background and descriptions of the opportunity, the "As-Is" position, any strategic context, indicators from the diagnostic, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

Background

"Today, in Scotland we have 53,000 young people, not in work and not in education, waking up each morning wondering if their community has any need for them"¹. These comments echoed in the Wood Commission's study into developing Scotland's young workforce demonstrate what the national picture is for young people leaving school. However, there is also no reason to doubt that this is also reflected locally in the Scottish Borders. Local unemployment figures demonstrate that we have a disproportionately high number of young people who have left School and are unable to find work in the Borders.



From December 2010, the JSA Claimant rate for the Scottish Borders has been greater or equal to the claimant rate for Scotland for those aged 16 to 24. However the JSA Claimant rate for the total working aged population (those aged 16 to 64) in the Scottish Borders has consistently been below the level for Scotland. The proportion of JSA

¹ Wood (2014) Education Working For All, Commission for Developing Scotland's Young Workforce, Published by The Scottish Government

claimants that are aged 16-24 is consistently higher in the Scottish Borders compared to Scotland, and has been for the last few years, most worryingly amongst those who have been unemployed for more than 12 months.

This clearly demonstrates that too many young people are not equipped for the transition into work, and a period of long term unemployment at this vital stage of life can have long lasting effects. 'Skills for Scotland' makes clear the Scottish Government's desire for all young people to stay in learning after 16. It makes a clear commitment to young people about the routes on offer to education, employment and training (and the support they can expect) and recognises the need to focus on particularly vulnerable groups of young people. At the moment too many vulnerable young people in the Scottish Borders are failing to move on to a positive destination. Using the latest available information, the following statistics demonstrate the picture in the Scottish Borders.

- Total number of school leavers = 1175
- Number in positive destinations = 1049
- Number NOT in a positive destination = 126

The Organisation for Economic Co-operation and Development Review recognised that for higher attaining young people, the post-school transition to further or higher education is fairly straightforward but that for weaker learners there were more complex and uncertain pathways. From the table overleaf, (with the exception of Eyemouth and Peebles) it can be seen that in areas of higher deprivation, it is generally the case that this leads to a poorer chance of a positive destination.

Scottish Borders High School	Number of Pupils not in a positive destination
Berwickshire High	20
Earlston High	8
Eyemouth High	8
Galashiels Academy	23
Hawick High	18
Jedburgh Grammar	11
Kelso High	11
Peebles High	16
Selkirk High	11

Alongside Schools as they deliver the new 16+ Learning Choices model, there is a clear need for a wider engagement and collective involvement across the Scottish Borders community that will ensure that there are clear, robust processes in place for ensuring that all young people completing compulsory education have an offer of a suitable place of a job, training or a further education available to them, with a particular focus on providing more choices and more chances for those young people, and particularly the most disadvantaged and vulnerable young people who need them.

The recently published Wood Commission Report makes a range of recommendations aimed at tackling the issue of Scotland's young workforce. It is not the intention to address these recommendations in this business case for a Borders Guarantee. That said, it is likely that over the coming months a significant amount of work will take place across the Scottish Borders Community Planning Partnership (CPP) to directly address the recommendations arising out of the Wood Commission Report.

Objectives & Activities

Objectives

The Borders Guarantee has one single objective: that by April 2015 the Scottish Borders Community Planning Partnership will ensure that:

Every young person leaving School in the Scottish Borders will have the choice of a job, training or further education opportunity available to them.

Activities

1. Establish a CPP short life working group
2. Develop a set of Employment, Training and College options for young people across the Community Planning Partnership commencing April 2015
3. Develop a timetable consistent with delivering the Employment, Training and College options above
4. The CPP short life working group will also consider young offenders and other relevant groups
5. Report back to CPP in December 2014

Critical Success Factors

Define the critical success factors for the project – what will constitute success? e.g., citizens will want to use the new service in preference to the previous way of delivering it. Determine how success will be measured e.g., percentage take up of a new service over x years, with milestones for each annual improvement in take up

5 Success Factors:

- Unemployment rates in the Borders for 16 – 24 year olds falling
- Employment rates for 16 - 24 year olds rising
- 100% of all school leavers offered a positive destination
- Significant benefits within communities – breaking the cycle of poverty, inequality and poor outcomes
- Improved health & wellbeing for the individual – gaining self-confidence, skills, routine and structure

Stakeholders *who?*

Which organisations (e.g. Community Planning Partners and other Councils) are potentially involved in/interested in the opportunity?

Who are the key stakeholders to whom the opportunity is relevant?

NHS Borders
Skills Development Scotland
Scottish Enterprise
Borders College
Department for Work and Pensions
Scottish Borders Housing Association
Eildon Housing Association
Berwickshire Housing Association
Waverley Housing Association
Voluntary Sector Partners
Scottish Borders Council
Police Scotland

OPTIONS AVAILABLE

An outline appraisal of all options that are considered to be available

List of Options

Outline the various options that have been considered to deliver the required outcome. Indicate the chosen option, together with a summary of reasons why.

The following tables present a range of options to consider as it relates to the business case

1) Do nothing

Pro	Con
Continuity	Will hamper delivery of SOA Priorities
	Unemployment among young people will continue to remain proportionately high
	Borders Businesses will not benefit from skilled young people able and equipped to take up apprenticeships etc
	The inequalities gap in Scottish Borders will continue to rise

2) Deliver a higher pledge, for example 95%

Pro	Con
Demonstrates commitment to Strategic Ambitions	May not deliver Strategic Ambition
Provides some support to local business	Youth unemployment falls but more slowly
Youth Unemployment begins to fall	Lacks Ambition
Thriving and sustainable communities that all have contributed to and therefore feel valued	
Individuals gain self-confidence, skills, routine and structure	

3) Offer a full guarantee

Pro	Con
Demonstrates a clear commitment to and leadership in achieving community planning ambitions	
Provides a firmer economic base of support for local business	
Youth unemployment falls	
Retains young people in the Scottish Borders	
Improves business resilience through more effective workforce planning	

Thriving and sustainable communities that all have contributed to and therefore feel valued	
Individuals gain self-confidence, skills, routine and structure	

The option identified by the Joint delivery team was for a full guarantee. This will ensure that those most disadvantaged and vulnerable young people will be supported and offered the opportunity of a job, college or further training.

BENEFITS

The expected benefits of the project, expressed in measurable terms against the current situation

Benefits

Short term

There will be an increase in numbers of young people entering into a positive destination across the Borders and most particularly in our most deprived areas.

Medium term

The levels of employment in our most deprived areas will begin to rise, increasing the level of income into these areas leading to a reduction in poverty.

Long Term

The overall level of deprivation will begin to decrease as employment and income increases.

Health & wellbeing improves with individuals gaining self-confidence, skills, routine and structure.

Thriving and sustainable communities that all have contributed to and therefore feel valued.

High level cost/Benefit analysis of Options

Costs are still to be determined

RISKS

A summary of the expected risks of the project

Risks/Issues/Barriers to Change *what if?*

What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?

Key Project Risks

High Level Risk	Likelihood	Impact	Risk Management Approach /Mitigating Actions
Project Management			

Lack of in-house skills	Low	High	The Community Planning Partnership already has experience of delivering education, training and employability skills as well as being a direct provider of employment across the Scottish Borders. Using these collective skills will significantly mitigate the risk to effective project management.
Loss of key staff	Med	Med	Succession planning and adopting a 'team' approach. Critical procedures should be recorded
Stakeholder Engagement			
Failure to get all parties to share same understanding of purpose	Med	High	Definition of stakeholder needs and clear plan with well-defined deliverables.
Lack of support by Community Planning Partners	Med	High	Establish early engagement with stakeholders to ascertain level of engagement Establish project within one of the themed groups reporting through established community planning partnership processes.
Communications			
Failure to communicate to all stakeholders	Low	Med	Establish a clear communications plan. Use existing reporting mechanisms, (CPP, Boards, Executive, Council,) to report. Use of wider communication channels. Press Briefings etc.
Benefits Realisation			
Benefits not realised	Med	High	Clear scoping of the project at the beginning establishing the benefits to be achieved from the project, managed through the project and reported at project closure will mitigate this risk.

Whilst the above list is not exhaustive it identifies the key strategic risks associated with the proposed project approach.

COSTS

What are the expected costs of the project

Budget how much?

*What is the indicative costs of a solution (how might this be released)?
What are the resources & budget required to progress to Full Business Case (i.e. the Design Phase)*

To be determined

TIMESCALE

A summary of the high level programme in the Project Plan

High level plan

As detailed in objectives and activities

What needs to happen next?

What are the immediate next steps? Who has to be involved(Key Roles)? What decisions have to be taken to enable this to happen?

A project group will need to be established with representation from

- 1) SBC Education
- 2) Borders College
- 3) Skills Development Scotland
- 4) Employer representative (NHS)
- 5) Employer representative (RSLs)
- 6) Employer representative (SBC)
- 7) Employment Support Service (SBC)
- 8) Voluntary Sector

Key milestones will be

- 1) The development of a Programme Initiation Document
- 2) An Action Plan which contains key responsibilities with timescales for CPP members which can be evaluated & reported
- 3) Timetable for reporting and implementation
- 4) A Communications Plan
- 5) Budget implications for CPP