

## PIPELINE

<b>Stage 1</b> <b>Referral /engagement</b> <b>NOT JOB READY</b>	<b>Stage 2</b> <b>Barrier removal</b> <b>NOT JOB READY</b>	<b>Stage 3</b> <b>Vocational Activity</b> <b>JOB READY</b>	<b>Stage 4</b> <b>Employer engagement and matching</b> <b>JOB READY</b>	<b>Stage 5</b> <b>In work aftercare</b> <b>JOB READY</b>
<u>Actions</u> Register or refer new clients onto employability pipeline Initial needs assessment Agree key activities/ personal plan	<u>Actions</u> Barrier Removal and Confidence Building Activities Deliver specialist services in line with Personal Development /Activity Plan, including ESOL / Literacies Specialist and non-traditional employability provision (e.g. debt / financial / homelessness)	<u>Actions</u> Deliver range of accredited training including ECDL, food hygiene etc. and employability training for core skills Job search advice Activities to raise awareness of enterprise and entrepreneurship	<u>Actions</u> Arrange work /volunteer placements with employer Secure job vacancies and matching job-ready clients to job	<u>Actions</u> Support clients entering work to maintain job through site visits, Practical and specialist support

## ROLES AND RESPONSIBILITIES

CORE PARTNERS – partners who have explicit focus on employability	SUPPORT PARTNERS – partners who contribute to employability mainly through barrier removal, but also in work aftercare
<p><u>Local Employability Agency</u>            Bridges/ Youth Services            COPE            EGRC – Forward Directions            Moving On Employment Project            Shetland Community Bike Project  <u>Local Skills Development / Training Providers</u>            NAFC Marine Centre            Schools Service            Shetland College            Adult Learning            Train Shetland            Voluntary Action Shetland  <u>National Employability and Training Providers</u>            Jobcentre Plus            Lifeskills            Skills Development Scotland</p>	<p>Annsbrae            Citizens Advice Bureau            CADSS            Criminal Justice            Housing            Hjaltland            NHS Shetland            Shetland Befriending            Supported Living</p>

Stage 1 Referral /engagement	Stage 2 Barrier removal	Stage 3 Vocational Activity	Stage 4 Employer engagement and matching	Stage 5 In work aftercare
<b>BRIDGES PROJECT - improving life chances of young people not in work, education or training, supporting progression to sustained positive destinations</b>				
<ul style="list-style-type: none"> <li>• Referrals, mainly through schools, and self-referrals of young people not in a positive destination</li> <li>• Initial assessment using Rickter &amp; WYFY to inform Activity Agreement / Personal Development Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Flexible individual and group learning programmes, tailored to address multiple barriers to employment</li> </ul>	<ul style="list-style-type: none"> <li>• Timetable of activities and lessons</li> <li>• Out-source training, as relevant</li> <li>• Facilitate move to more formal training, e.g. College</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to Lifeskills or MOEP</li> </ul>	<ul style="list-style-type: none"> <li>• Individual support for young people to sustain work</li> </ul>
<b>COPE Ltd - social enterprise providing employment and skill development to people with disabilities in various commercial settings</b>				
<ul style="list-style-type: none"> <li>• Referrals from other agencies, through WYFY</li> <li>• Receives self-referral</li> </ul>	<ul style="list-style-type: none"> <li>• Key aspect of all voluntary and paid placements at COPE</li> <li>• Provides on-going assessment in skill development</li> </ul>	<ul style="list-style-type: none"> <li>• Provides practical learning opportunities to people with disabilities within various business environments</li> </ul>	<ul style="list-style-type: none"> <li>• Employment Opportunities including Shetland Soap Co, Scrapstore, Karbuni</li> </ul>	<ul style="list-style-type: none"> <li>• When a participant leaves they are generally not tracked</li> </ul>
<b>EGRC - supported day activities for adults with learning disabilities /ASD</b>				
<ul style="list-style-type: none"> <li>• Referral, often from schools, using WYFY</li> <li>• Use Personal Development Plan, setting goals and targets, with regular reviews</li> <li>• Self referrals</li> </ul>	<ul style="list-style-type: none"> <li>• Individual and group work to remove barriers, identified at assessment (and part of PDP)</li> <li>• On-going assessment in skills development</li> </ul>	<ul style="list-style-type: none"> <li>• Training and employability support for adults on the autistic spectrum</li> <li>• Deliver short courses, often with partner organisations</li> <li>• Access accredited training, as required</li> <li>• Formal training available via supported College course e.g. access to intermediate level</li> </ul>	<ul style="list-style-type: none"> <li>• Source placements with MOEP / COPE</li> <li>• Limited amount of work experience placements with view to develop further</li> </ul>	<ul style="list-style-type: none"> <li>• Not specifically but on-going informal contact and can re-refer</li> </ul>
<b>MOVING ON EMPLOYMENT PROJECT - one to one and group work support into employment, education and training</b>				
<ul style="list-style-type: none"> <li>• Referrals from other agencies</li> <li>• Self-referrals</li> <li>• Assessment using own assessment tools, flexible discussions, record using WYFY</li> <li>• Agree Personal Development Plan &amp; key activities</li> </ul>	<ul style="list-style-type: none"> <li>• Job Crews</li> <li>• 1 to 1 work for barrier removal to become employable</li> <li>• Confidence and self esteem building, providing training and support where necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Job Crews: employability programme to build communication / attitude / team working. Approx 3 / wk, for 3-4 / 6-8 clients, depending on work. Clients usually attend 1/week.</li> <li>• Manual Handling/Health and Safety</li> <li>• Refer/organise specific training from Life Skills or Train Shetland</li> </ul>	<ul style="list-style-type: none"> <li>• Job Crew provides short-term work experience</li> <li>• Organise work placements, with database of over 350 employers, including Permitted Work Placements and Contracted Work Placements</li> <li>• Providing in work support for a range of clients including adults with disabilities and mental health issues</li> </ul>	<ul style="list-style-type: none"> <li>• Track job crew clients who leave, for 3 years</li> <li>• Provide support to employment and training provider</li> </ul>

## SHETLAND COMMUNITY BIKE PROJECT – supported employment and volunteering opportunities based around bike maintenance and sales

<ul style="list-style-type: none"> <li>• Self-referral and referral, primarily through WYFY</li> <li>• Understanding You used for assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Barriers removed as part of supported employment or volunteering opportunity</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities for volunteering and work placements</li> <li>• On the job training around employability skills, work and volunteering experience</li> <li>• Other training sourced, as necessary through Train Shetland and Life Skills or more specific training</li> </ul>	<ul style="list-style-type: none"> <li>• Provides opportunity for work placements (with support)</li> <li>• Assists with finding long-term employment elsewhere, arranging work placements for 2-3 days per week for 2 weeks, whilst still being paid at the Bike project</li> </ul>	<ul style="list-style-type: none"> <li>• Not specifically, but ongoing contact with previous clients.</li> </ul>
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## JOBCENTREPLUS – Supporting claimants to move into employment or training

<ul style="list-style-type: none"> <li>• All JSA and ESA customers required to have appointment with advisor</li> <li>• Use JCP Assessment tool, including establishing barriers and support required</li> </ul>	<ul style="list-style-type: none"> <li>• Benefits Advice</li> <li>• Establish barriers and provide support to remove these</li> <li>• Group sessions available</li> </ul>	<ul style="list-style-type: none"> <li>• Sign-post, as relevant</li> <li>• National contract with Lifeskills</li> <li>• Group information sessions for 18 – 24 yrs, 6 people. JCP deliver in partnership with SDS and Lifeskills</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance to find a job, through Universal Job Match</li> <li>• Self-Service, but assistance available and advisors will consider as part of interviews.</li> <li>• Database and contact made with employers for 2-8 week placements</li> </ul>	
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## LIFE SKILLS - helping customers into sustainable employment

<ul style="list-style-type: none"> <li>• Referral from partner agencies</li> <li>• Self Referral</li> </ul>	<ul style="list-style-type: none"> <li>• Employability Fund – Stage 2.. Sector-specific training followed by work placement. Certificated employability training.</li> </ul>	<ul style="list-style-type: none"> <li>• Employability Fund – Stage 3. Sector-specific training followed by work placement. Certificated employability training</li> <li>• ECDL</li> </ul>	<ul style="list-style-type: none"> <li>• Work Programmes</li> <li>• Work Placements</li> <li>• Employability Fund – Stage 4. Short course training or work placement.</li> </ul>	<ul style="list-style-type: none"> <li>• Modern Apprenticeships</li> </ul>
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## SKILLS DEVELOPMENT SCOTLAND – supporting customers to develop career management skills

<ul style="list-style-type: none"> <li>• Referral and self-referral</li> <li>• All ages, but prioritise Senior Phase at school &amp; unemployed 16-19 year</li> <li>• Unemployed 20+ referred to JCP</li> <li>• Guidance interviews to provide Career Development Plan</li> <li>• PACE Partnership (for those about to be made redundant)</li> </ul>	<ul style="list-style-type: none"> <li>• Career guidance and advice</li> <li>• Use of Coaching Approach to Guidance (CATG) for 1 to 1 support depending on need</li> <li>• Support young people with a need: coaching and motivational roles</li> <li>• Encouraging young people to use 'My World of Work'</li> </ul>	<ul style="list-style-type: none"> <li>• Career Essentials Programme: motivational employability programme</li> <li>• Range of tools through My World of Work</li> <li>• Employability skills including CVs and interview skills</li> <li>• Work Coach re employability</li> <li>• Sign-post for other requirements, as necessary</li> </ul>		<ul style="list-style-type: none"> <li>• Through work coach and their coaching role</li> <li>• Hold database which is able to track clients</li> </ul>
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**ADULT LEARNING - improving life changes through learning, engaging hard to reach adults and families in lifelong learning**

<ul style="list-style-type: none"> <li>• Referrals, some through WYFY, and self-referrals</li> <li>• Specific assessments focused on needs of learner, includes identification of any barrier to learning, to establish individual learning plan</li> </ul>	<ul style="list-style-type: none"> <li>• Remove barriers to learning and barriers associated with learning, such as literacies, language, communication, numeracy, ICT, working as part of a group</li> <li>• Flexible individual or group support</li> <li>• Includes improving confidence</li> </ul>	<ul style="list-style-type: none"> <li>• Practical activities re interview skills/ applications</li> <li>• Work Club (Wed 1 – 3 Islesburgh)</li> <li>• Non-accredited ESOL</li> </ul>	<ul style="list-style-type: none"> <li>• Informal tracking, due to low numbers involved</li> <li>• Flexible support for clients re ongoing workplace literacies and ESOL needs</li> </ul>
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**NAFC – Marine Centre**

		<ul style="list-style-type: none"> <li>• Vocational Training and education for young people</li> </ul>	
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**SCHOOLS SERVICE - delivering Curriculum for Excellence: Planning for Choices and Changes**

<ul style="list-style-type: none"> <li>• Pupils in contact with Pupil Support Teachers through mainstream education.</li> </ul>		<ul style="list-style-type: none"> <li>• Vocational Training and education for young people</li> <li>• Classes &amp; 1 to 1 Discussion</li> </ul>	<ul style="list-style-type: none"> <li>• Work Experience</li> </ul>	<ul style="list-style-type: none"> <li>• Support through work experiences</li> </ul>
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**SHETLAND COLLEGE – Providing a wide range of learning including Access, FE, HE, Degree and Post Graduate programmes to enhance leavers employability opportunities**

<ul style="list-style-type: none"> <li>• Self referral</li> <li>• Referral from different agencies where employability may be a problem</li> <li>• Interview to a course provides a learning assessment</li> <li>• Each student on a special programme (New Directions, ESOL, Learning Disabilities) has an Individual Learning Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Individual Support for job seekers at rural learning centres</li> <li>• Guidance support to remove any barriers, throughout course</li> <li>• Support for Learning service to assess and support any students with additional support needs</li> </ul>	<ul style="list-style-type: none"> <li>• Vocational Learning Opportunities</li> <li>• Employability Courses delivered in rural learning centres</li> <li>• New Directions part time course aimed at those without qualifications. Focus on improving core skills, confidence and employability and enabling access to further education</li> <li>• HNC Employability unit delivered in schools for S6 pupils</li> <li>• SQA Certificated Core skills and ESOL programmes</li> <li>• Specific Employability Courses: aimed Winter School Leavers.</li> <li>• Special part time programmes at Access 1 and 2 for those with learning disabilities. Delivered with support from EGRC.</li> <li>• All courses have employability element</li> </ul>	<ul style="list-style-type: none"> <li>• Work experience placements organised for students on vocational programmes and specific employability course for winter school leavers</li> <li>• Refer to Moving On, Voluntary Sector</li> <li>• Refer to SDS</li> </ul>	<ul style="list-style-type: none"> <li>• Support in workplace for people undertaking SVQs</li> </ul>
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**TRAIN SHETLAND: Short Courses - Provision of short courses to meet industry demand for training. Range includes 1 day training to 6 week courses**

<ul style="list-style-type: none"> <li>• Referral from employment agencies</li> <li>• Assist if necessary using guidance approach</li> </ul>		<ul style="list-style-type: none"> <li>• Short Courses relating to core employability skills</li> <li>• Non accredited courses include: Basic Book Keeping, ICT, Health and Safety</li> <li>• Accredited Courses: IOSH Managing Safety, BIIAB Personal Licence Holder, NEBOSH General and Construction</li> </ul>		
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**TRAIN SHETLAND: Vocational - Co-ordinating & managing apprenticeships with local employers, facilitating recruitment and funding training costs**

<ul style="list-style-type: none"> <li>• Initial Meeting to explore options and choices</li> <li>• Predominately self referral or through other agencies</li> </ul>			<ul style="list-style-type: none"> <li>• Managing apprenticeship vacancies for employers and supporting young people and adults to gain, maintain and complete modern apprenticeships</li> <li>• In contact with up to 70 employers, who can provide MA employment</li> <li>• Providing SVQs &amp; MA programmes over wide range of industry sectors</li> <li>• Signposting apprentices to other agencies if they drop out early, or they achieve but don't get a job at end of their apprenticeship</li> </ul>	<ul style="list-style-type: none"> <li>• Throughout 4 years of MA (temporary contract). Will signpost to SDS if no job at end.</li> </ul>
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**VOLUNTARY ACTION SHETLAND - Voluntary Action Shetland seeks to respond to and support voluntary services in Shetland by meeting present and emerging needs, developing and promoting new ways of responding and encouraging people in Shetland to offer voluntary service to their community**

<ul style="list-style-type: none"> <li>• All self-referrals</li> <li>• Initial meeting to discuss what kind of volunteering they would like to do and what they would like to get out of volunteering</li> </ul>		<ul style="list-style-type: none"> <li>• Developed 'Get Ready for Volunteering' for Bridges Project, although could be delivered to adults</li> </ul>	<ul style="list-style-type: none"> <li>• Matching Volunteers to placements</li> <li>• Support for volunteers as required (to help secure a placement)</li> <li>• Volunteering may be long term which may be seen as work experience</li> <li>• Saltire and youth volunteering awards</li> </ul>	<ul style="list-style-type: none"> <li>• Provide voluntary organisations with opportunity to obtain volunteer friendly awards to ensure volunteers are supported to a high standard</li> </ul>
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**ANNSBRAE – Mental Health Community Support**

<ul style="list-style-type: none"> <li>• WYFY Assessment</li> <li>• Referral to other agencies as part of achieving goals</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on improving mental wellbeing, including programmes that promote self confidence and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>• Work experience as part of Thrift shop</li> </ul>	<ul style="list-style-type: none"> <li>• Mental Health workers can provide support for clients in workplace to maintain work</li> </ul>	
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**CADDs - Community Alcohol & Drugs Services Shetland offers services to those affected by alcohol and drug use**

	<ul style="list-style-type: none"> <li>• Support to clients recovering from substance misuse</li> </ul>			
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**CITIZENS ADVICE BUREAU - free, confidential & impartial advice & assistance on debt, housing, consumer, employment, benefits, immigration, relationship and legal issues**

<ul style="list-style-type: none"> <li>• Individuals make contact for a number of reasons, address employability can often be a solution</li> </ul>	<ul style="list-style-type: none"> <li>• Advice &amp; assistance re a variety of barriers; eg: housing, debt, budgeting, caring roles, benefits &amp; immigration issues</li> </ul>	<ul style="list-style-type: none"> <li>• Signposting and advice re who else can help; eg: funding for training. Also advice; eg: benefits entitlement whilst studying</li> </ul>	<ul style="list-style-type: none"> <li>• Signposting and advice re who else can help;</li> </ul>	<ul style="list-style-type: none"> <li>• Advice &amp; assistance &amp; possible representation, re employment law, rights &amp; responsibilities; eg: grievance, disciplinary, redundancy and terms &amp; conditions</li> </ul>
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**CRIMINAL JUSTICE - supporting clients through the criminal justice system**

<ul style="list-style-type: none"> <li>• WYFY Assessment</li> <li>• Referral to other agencies as part of achieving goals</li> </ul>	<ul style="list-style-type: none"> <li>• Management and rehabilitation of offenders</li> </ul>			
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**HOUSING (SIC) and HJALTLAND - provision of housing and housing support to maintain tenancies**

<ul style="list-style-type: none"> <li>• Self-referral for Housing need with internal referral to Housing Outreach</li> <li>• WYFY used for more vulnerable, which includes employment and support required.</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Outreach, Focused Futures, Hub Project: build confidence, signpost / refer to other agencies / work in partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Responsibility with employability agency, but will take to JCP etc.</li> </ul>	<ul style="list-style-type: none"> <li>• May liaise with employer, for flexible work times, to fit with transport</li> </ul>	<ul style="list-style-type: none"> <li>• Will support those with tenancy / homeless to maintain employment</li> <li>• Monitoring rent arrears provides a form of tracking</li> </ul>
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**NHS SHETLAND - To deliver health care and promote good health**

<ul style="list-style-type: none"> <li>• WYFY Assessment</li> <li>• Referrals if employability picked up at consultation (e.g. through GP/Practice Nurse)</li> <li>• Sign Posting to appropriate specialist agencies</li> <li>• Occupational Health may receive referrals and will aim to keep</li> </ul>		<ul style="list-style-type: none"> <li>• Can provide Volunteering/Work Experience Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Can provide Volunteering/Work Experience Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Healthy Working Lives, with Local Advisor. Support employers to be health promoting</li> <li>• Includes ensuring employers able to have capacity to talk to staff about health issues, and supporting them to seek help</li> </ul>
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employees in work				and keep well.
<b>SHETLAND BEFRIENDING - offers befriending 1:1 support with an adult volunteer to young people, young adults and 60+ adults to increase self esteem and confidence, encourage independence and develop skills.</b>				
<ul style="list-style-type: none"> <li>• Referrals through WYFY</li> <li>• Self referral</li> <li>• Own assessment of which employers could be a part of</li> </ul>	<ul style="list-style-type: none"> <li>• Employment and possible barriers to employment may form part of the discussions between volunteer and client</li> </ul>			<ul style="list-style-type: none"> <li>• If client is in employment, volunteer may be able to support transition and change</li> </ul>
<b>SUPPORTED LIVING - support customers with learning disability /ADS/assessed need within their own tenancy</b>				



## MAPPING

	Stage 0 Pre-Employability	Stage 1 Referral /Engagement	Stage 2 Barrier removal / Specialist Intervention	Stage 3 Vocational Activity	Stage 4 Employer Engagement and Matching	Stage 5 In Work Aftercare
<b>Barriers to Employment: Key Worker in Place (16-19 years) Non-Assessed Need</b>	Citizens Advice Bureau CADSS Criminal Justice Housing Hjaltland Intensive Support Service NHS Shetland Schools	Opportunities for All Co-ordinator JCP SDS	Bridges Schools Lifeskills (Employability Fund, 16-24)	Bridges SCBP Lifeskills (Employability Fund, 16-24) Shetland College	MOEP Lifeskills (Employability Fund, 16-24) VAS (Volunteering) SCBP	MOEP Lifeskills (Employability Fund, 16-24)
<b>Barriers to Employment: Key Worker in Place (16-19 years) Assessed Need</b>	Shetland Befriending Supported Living	Forward Directions (EGRC) EGRC	COPE EGRC MOEP <b>NB: This is key role of Support Providers</b>	COPE EGRC Shetland College		
<b>Barriers to Employment: Key Worker in Place (20+) Non-Assessed Need</b>	Annsbrae Citizens Advice Bureau CADSS Criminal Justice Housing Hjaltland NHS Shetland Schools Shetland Befriending	JCP MOEP SCBP	Lifeskills (Employability Fund, 16-24) JCP MOEP <b>NB: This is key role of Support Providers</b>	SCBP SDS Shetland College	MOEP SCBP Lifeskills (Employability Fund, 16-24) Volunteering	MOEP Lifeskills (Employability Fund, 16-24)
<b>Key Worker in Place (20+) Assessed Need</b>	Supported Living	EGRC	COPE EGRC MOEP	COPE EGRC Shetland College		

<b>Barriers to Employment, Key Worker not necessary</b>	Annsbrae Citizens Advice Bureau CADSS Criminal Justice Housing Hjaltland NHS Shetland Schools Shetland Befriending Supported Living	JCP (18+) Schools (Snr Phase) SDS Adult Learning	SDS (Group Work) JCP (Group Work) Adult Learning (including Work Club) Shetland College Schools (ASN) Lifeskills (Employability Fund, 16-24)	Shetland College Train Shetland - Short Courses SDS (PACE and young UN): Career Essentials and My World of Work Lifeskills (Employability Fund, 16-24)	Lifeskills Volunteering / VAS Train Shetland - Vocational Youth Employment Scotland Shetland College	Lifeskills Volunteering / VAS Train Shetland - Vocational Youth Employment Scotland Adult Learning (sustaining employment through literacy work)
<b>General Population</b>	Mainly self-referral	N/A	N/A	Colleges Train Shetland - Short Courses SDS (PACE and young UN): Career Essentials and My World of Work	JCP (18+) Train Shetland - Vocational Volunteering / VAS Shetland College	N/A Although SDS for in-work training and Skillsforce website.