

Local Government and Regeneration Committee
Scrutiny of Scottish Government's Draft Budget 2014/15

SUBMISSION FROM THE PRINCE'S TRUST

1. The Prince's Trust Scotland

1.1. The Prince's Trust Scotland (PTS) believes that every young person, no matter what their background or social circumstances, should have the chance to succeed. The Trust works with disadvantaged young people aged 13-30, to break down their barriers, build their confidence, increase their motivation and improve their employability. Throughout 2012/13 the PTS supported over 6,000 young people in Scotland, with almost 76% achieving and sustaining positive outcomes such as education, training, employment and self-employment.

1.2. From early engagement programmes and personal development opportunities to vocational training courses and business start-up support, we offer a comprehensive and flexible development journey for young people. By focusing our activity on three key areas – Outreach, Assessment & Outcomes; Education & Training and Employment & Enterprise – our core programmes are strategically linked with each of the four stages of the strategic skills pipeline. This ensures that we can help young people to find the right support at the right time, and make positive journeys toward sustainable outcomes.

1.3. We are focussed on a collaborative approach to youth unemployment that harnesses the strengths of partnerships with the public sector (including local authorities), the private sector, third sector colleagues and volunteers in supporting young people to turn their lives around. In the past year the Trust delivered programmes in all 32 of Scotland's local authority areas, taking place both in schools and in local authority-run community settings.

2. Current challenges

2.1. In the wake of the economic downturn, The PTS quickly recognised the need to face up to the realities of straitened public sector budgets without compromising our ambition to deliver better outcomes for disadvantaged young people. Our response to this changed funding landscape has been to put all our energy into finding ways of doing more with less.

2.3. We are pleased to report that the Trust is now reaching more young people than ever before, and doing so without compromising the quality of our programmes or reducing success rates. Key to this has been the capacity of local authority partners to adhere to three principles, each of which is underpinned by a preventative spending approach that actively focuses on value for money in the delivery of outcomes.

In summary, these are:

- **A willingness to adapt old models to more efficient ways of working**
- **A recognition of The Prince's Trust as a long-term delivery partner for services**
- **A preparedness to target resources early, where they are needed most**

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2.4. **Adapting to new models:** Earlier this year, The PTS established an Education Advisory Group (EAG) in Scotland, to look at how we would have to adapt our education product to help close the gap in education outcomes for disadvantaged young people. The EAG contains Head teachers, Local Authority education professionals, other third sector providers and Scottish Government policy officials and is committed to looking more closely at new ways of raising attainment among the hardest to reach young learners. The EAG will report formally in the year ahead, but it is already clear that innovation is crucial to extracting more value from existing delivery models.

2.5 The Prince's Trust is actively involved in delivering the Agenda for Cities vision as a partner in the Glasgow Digital Strategy. Launched earlier this year, the aim of the Glasgow Digital Strategy is to enable citizens, learners, businesses to access more services online. We are encouraged that, by delivering these universal services more efficiently and more cost-effectively, council staff will have the capacity to concentrate their efforts on providing a more bespoke service for those who need it. Although this initiative is at an early stage, the learning is likely to have an important impact on how council services across Scotland are delivered in future, with results that will deliver public sector efficiencies while directly benefiting young people in deprived communities.

2.6. **Longer-term partnerships:** The Trust's programmes work best where local authorities recognise that third sector organisations are part of the solution to youth unemployment and take substantive steps to form sustainable delivery partnerships. For example, initiatives such as Glasgow City Council's Youth Gateway Partnership and City of Edinburgh Council's Edinburgh Guarantee facilitate the provision of third sector funding at a strategic level, sometimes over 2-3 years, allowing programmes to embed and make a difference.

2.7. We recognise that local authority partners need assurances that the programmes we deliver have the capacity to make a difference. Last year, the Trust's Fairbridge programme worked with 79 young people across Dundee aged 13-15, whose challenging behaviour or circumstances meant that they were underachieving, truanting or at risk of exclusion from school. Having run successfully in Dundee for 12 years, the Fairbridge programme has recently been awarded a fresh funding contribution from the Council's Education Department to continue its work in the city, and this is in part a testament to the strong relationship built up over many years as the programme has continued to successfully deliver outcomes for local young people.

2.8. **Early Intervention:** Early intervention is crucial in tackling youth unemployment, both in terms of outcomes for young people and in delivering long-term savings for councils. Our early intervention programmes work best where local authorities understand the direct link between focussed investment in the lives of young people at the social and economic margins of society, and reduction in problems like long-term joblessness and criminality.

2.9. Our outcomes reporting shows that of the young people completing the Glasgow Fairbridge programme in 2012/13, 40% were offenders or ex-offenders and 28% were looked after or a care leaver. 89% of participants improved in at least one skill, 59% improved in setting and achieving goals and 47% improved in working with others.

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2.10. Similarly, our 12-week, community based 'Team' programme of personal development training, which is run in collaboration with local authorities and FE colleges is specifically designed to motivate young people and help them think about their future. Our figures show that it works well, with 75% of young people on the 'Team' programme achieving a positive outcome last year, actively 39% re-engaging in education or training and 22% moving into employment/self-employment.

2.11. The clear lesson from such programmes is that early intervention has the clear capacity to encourage the most disengaged young people think more constructively about future choices and inspire them to take actions that fulfil their personal and professional potential, rather than failing into long-term unemployment, drug and alcohol abuse and criminality.

3. Better, more effective partnerships: regionalisation

3.1. Led by the Scottish Government, recent national efforts to tackle youth unemployment have been directed toward increasing regional partnerships among stakeholder organisations like local authorities, Further Education colleges, Skills Development Scotland and Jobcentreplus. Recently, there has been a significant shift towards regionalisation in all of these organisations that reflects the imperative to do more with shared resources under tougher financial constraints.

3.2. In our view, this process of regionalisation makes sense, especially from the perspective of young people themselves. Public sector organisations and their partners increasingly understand that young people looking for employment and training do not expect the help they receive to be segmented by artificial territorial barriers.

3.4. That's why The Prince's Trust has been in the process of reorganising its own support services into a regional structure that services five territories covering the whole of Scotland. By flexibly aligning to defined territories (Highlands & Islands; North East; South West; Central & South East; Clyde Valley) we have the opportunity to create more employment and training opportunities for young people; to develop our services in line with local travel-to-work patterns; to embed our services more securely within local employability pipelines, and to efficiently manage staff resources across Scotland's expansive geography.

3.5. In particular, we are keen to work with the new regional colleges to develop school/college partnerships, tailored to the needs of our target group, (tailored transitions) so that more of them attend college, achieve vocationally relevant qualifications, and leave college better prepared - with the right attitudes and the skills valued by employers - to secure entry-level jobs offering career progression.

3.6. In practical terms, the benefits of territorial regionalisation are many and varied. To cite one clear example where working across local authority boundaries is already paying dividends, the Trust currently has a successful pay-per-head arrangement in place for young people in East Dunbartonshire to have the opportunity to take part in 'Get Into' programmes that run in Glasgow. Last year, two young people from East Dunbartonshire selected for the 'Get Into Cars' programme, attained a full time, permanent job with Arnold Clark Motors, and a modern apprenticeship. It is less likely that such an opportunity would have presented itself to these young people had East Dunbartonshire Council and

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Glasgow City Council not developed the capacity to work well with The Prince's Trust across administrative boundaries.

4. The private sector role

4.1. While better partnerships between the third sector and public sector are crucial in tackling youth unemployment, the private sector has significant capacity to compliment and add value, while delivering cost efficiencies, especially at a time of public sector budget restraint.

4.2. As Sir Ian Wood's Commission for Developing Scotland's Young Workforceⁱ has suggested, it is essential that we transform Scotland's business community from passive consumers of our education system into active participants. The PTS enjoys hugely beneficial partnerships with some of Scotland's largest employers, from Arnold Clark Motors to Marks & Spencer, whose involvement in programmes like 'Get Into' demonstrates their desire to help young people attain the right skills to succeed in a competitive economy.

4.3. Elsewhere, in the past year, funding from the J P Morgan Chase Foundation supported STEM activities involving young people taking part in the xl programme on digital skills. Moreover, JP Morgan funded a range of IT projects, as well as an ICT Celebration Event in May at the Glasgow Science Centre. In addition, recent investment from the Souter Charitable Trust and RBS to our Youth Business Scotland programme signals the continued strength and importance of this public private partnership model.

4.4. However, there is much more that can be done to leverage the expertise and capital of the private sector to help deliver skills and training opportunities for our hardest to reach young people, and local authorities can play an enormous part in making this happen successfully across more of Scotland.

5. Looking ahead

5.1. While The Prince's Trust Scotland is confident that it can and will continue to do more with less amid reduced public sector budgets, very significant challenges inherent in addressing the poverty and attainment gaps in Scotland's most deprived communities remain.

5.2. In order to cope with those challenges, we believe that local authorities will need to adapt to new practices in the years ahead at an ever faster rate. We appreciate the fact that local authorities are, in many cases, already looking hard at fresh opportunities for effective collaboration and innovation and we particularly welcome schemes such as the Scottish Government's 'Agenda for Cities'ⁱⁱ which seeks to harness the shared capacity of different regions to break down barriers, share expertise and leverage joint resources.

5.3. However, the Trust's recent focus on strategic regional delivery is a concrete indication of our belief that more needs to be done to open up collaboration between the third sector, local authorities, wider government agencies and businesses. That focus has been reflected in the pace of reform across the Further Education college sector, which has delivered regional partnerships which are intended to reflect more strongly local employability pipelines.

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5.4. In common with other successful third sector organisations, the Trust is taking radical, practical steps to adapt and improve the way it forms practical partnerships with local authorities so that we are recognised as a key delivery partner in fulfilling their statutory obligations toward disadvantaged young people. Such reorganisation follows an honest assessment of the evolving funding landscape in which we currently work, together with a commitment to maintain standards.

5.5. There are positive signs that many local authorities in Scotland are following suit, though more work needs to be done in some areas if they are further to maximise the opportunities that successful third sector partnerships present.

ⁱ Commission for Developing Scotland's Young Workforce (2013),
<http://www.scotland.gov.uk/Resource/0043/00433287.pdf>

ⁱⁱ The Scottish Government 2011, Scotland's Cities: Delivering for Scotland,
<http://www.scotland.gov.uk/Topics/Economy/EconomicStrategy/Cities>