

Benchmarking for improvement

This report summarises the findings of a pilot benchmarking exercise which focussed on the proportion of pupils leaving school and entering positive destinations.

Eight councils in Scotland worked together in a family group to exchange information and ideas. The aim was to learn from one another and adapt the learning to fit organisational needs before implementing it as good practice, where appropriate, to improve on the proportion of pupils leaving school and entering positive destinations.

Work undertaken by the family group included sharing information regarding each council's service delivery model, identifying examples of good practice, understanding the context of why another council does something in a particular way, and reviewing the data to identify some of the reasons behind the variances in performance across councils in the family group.

Measuring positive destinations

The headline performance indicator - *proportion of pupils entering positive destinations* - measures the percentage of pupils leaving school and entering higher or further education, employment, training or voluntary work.

Through a follow up survey, Skills Development Scotland (SDS) collect information on the destination of school leavers in March, approximately 9 months after the end of the school year. A school leaver is classed as a young person of school leaving age, who left school at the end of the winter term or at the end of the school year. School leavers who moved outwith Scotland are not included in the results.

The positive leaver destinations indicator was selected for the pilot as it is a totemic indicator for education which has shown an overall positive story for local government in recent years despite the recession. However, there are variances in performance across councils and beneath the surface a more complex picture emerges. The pilot provides an opportunity to look in detail at the level below and to learn and share collaboratively.

The family group comprises Dundee City Council, East Ayrshire Council, Eilean Siar Council, Glasgow City Council, Inverclyde Council, North Ayrshire Council, North Lanarkshire Council, and West Dunbartonshire Council. This grouping was established based on research which shows a strong relationship between educational outcomes and social context. The eight councils in the group are considered to have the highest levels of deprivation out of all 32 councils in

Scotland, as measured by the average Scottish Index of Multiple Deprivation (SIMD) percentile of the local authority population.

While positive leaver destinations are measured by the headline indicator, there is also a range of secondary information which requires to be considered in building a more complete picture. This includes information regarding initial and follow up destinations as well as sustained destinations and the category breakdown (e.g. employment, training, further and higher education). Further data and analysis is available in Appendix 1, this generally shows that:

- The family group demonstrates a positive upward trend from 2011/12 to 2012/13 in terms of the proportion of pupils entering positive destinations.
- All councils in the family group show a positive rate of change from 2007/08 to 2012/13 for both initial and follow up destinations.
- Sustaining positive destinations tends to show less of a positive picture. In terms of overall positive destinations all councils in the family group show a decline in the average difference between initial and follow up destinations from 2007 to 2012.

Areas of good practice

Various areas of good practice were highlighted following discussions at two meetings (held in January and April 2014) and from background information provided by the family group councils before and after the meetings.

Some examples are summarised over the page.

Areas of good practice [cont'd]

- **Identify a dedicated resource** - in North Ayrshire Council a named individual in each secondary school works closely with guidance/pastoral colleagues, senior management teams, Skills Development Scotland, and other partners (e.g. higher and further education, businesses, training organisations, and social services) to improve the initial positive destinations of leavers.

An allocation of 0.2 FTE is given to each secondary school to free up a teacher for a day per week to concentrate solely on all aspects of supporting leavers. This enables these teachers to co-ordinate operations, develop relationships with the young people, be more informed about the options available at school leaving dates, and match and support individual pupils accordingly.

- Discussions showed that traditional **work experience models** are not always fit for purpose, and any changed approach needs to be flexible as no one model fits all.
 - One example of good practice was to **think smaller** - through work with their Chamber of Commerce, Glasgow City Council has developed a strategy where every primary and secondary school is sponsored by a business in terms of mentoring, work place visits, internships, and work experience. An accreditation framework is built around this. This small scale approach enables a more focussed and tailored arrangement with individual businesses that facilitates more specific profiling to match the economic environment and the opportunities available in each locality.
 - Another example is **partnership working** - through a service level agreement with their Chamber of Commerce, all three Ayrshire councils (East Ayrshire, North Ayrshire, and South Ayrshire Council) have improved their work experience model.

The Ayrshire Chamber of Commerce works on the council's behalf to engage with employers and get them on board. The Chamber of Commerce also maintains a database of employers, carries out risk assessments, delivers work experience, and has a presence within schools. This programme of activity provides a consistent approach to dealing with schools and all schools are used to the presence of the Chamber of Commerce.
 - East Ayrshire Council has developed a **summer programme** for pupils in danger of disengaging, e.g. school leavers and school non attendees. This is provided in conjunction with colleges as they don't work school term times; this enables the council to resource the programme more effectively in terms of staff and facilities.

In addition, arrangements with Kilmarnock Football Club provide a base that enables the council to site young people in one place. Taster sessions are also delivered, e.g. in grounds keeping, retail, and hospitality, and provide an opportunity for pupils to experience different vocations.

While not everyone has a premiership football club on their doorstep, it's the idea of a single / large profile employer that is the key factor.

- Various ways of **using evidence to inform service delivery** were highlighted. This includes:
 - A **management information officer** in West Dunbartonshire Council is responsible for developing and implementing information systems and processes to produce accurate and reliable management information and statistics to support the More choices More chances (CMC) action plan and MCMC partnership group to better respond to local challenges.

The role of this post involves collection, analysis, and presentation of operational performance data including managing the risk matrix, looked after and accommodated children cohort, exclusions and attendance, and the 16+ data hub as well as interpreting qualitative and quantitative data, and preparation of reports with conclusions and recommendations based on evidence. This dedicated resource helps the council to understand the data and develop the curriculum accordingly.
 - Inverclyde Council's approach involves a **data driven strategy** which means that information is gathered (through the national data hub) for all leavers until the day before they turn 20, including where they are and what support they need both in school and after school. This approach also involves reports to the community planning partnership, further analysis on all destinations, schools receiving pupil data for the destination, a risk matrix on SEEMIS, and a virtual school.
 - In North Lanarkshire Council **past trends and the SIMD** are used to identify a realistic level of expected positive destinations for each school (i.e. a target for each school to work to). This approach helps to focus the work of the school and means that each school's aspirations are based on both evidence and the local profile.
- The **lose no one** ethos in Inverclyde Council involves knowing who is leaving school when and tracking them thereafter. This approach also involves the national data hub, a risk matrix on SEEMIS, and a virtual school. As a result Inverclyde are the only council in Scotland to have no *unknowns* for four years at the School Leaver Destination Rates (SLDR) survey and the SLDR follow up.

Key national themes

During family group meetings a number of national themes arose, these are summarised below:

- Discussions were held regarding funding from the European Social Fund (ESF) and the European Regional Development Fund (ERDF) which is moving to an outcomes approach. It was not known how this will impact on the ability to not just achieve, but also improve, positive destinations.
- There was a concern that youth employment funding for specific programmes (e.g. for graduates or those unemployed for longer than 6 months) is not long-term and it was considered this may impact on the ability to sustain positive destinations.
- Although there was recognition that the Senior Phase Benchmarking Tool (SPBT) is still at the development stage, there were queries regarding how existing systems feed in, the baseline figures being set, discrepancies in the figures, the perceived impact on resources required to manipulate the data, the level of management and validation of the database and data sets, lack of clarity regarding contingencies if data doesn't sit within the SPBT, and practicalities around data sharing.
- Traditionally the achievements of schools are based on educational attainment, and as such schools focus and benchmark on attainment. This means that schools and head teachers also focus on attainment, however discussions were held at the family group meetings querying if the focus was in fact correct and was there now a need to change it.
- Discussions were also held regarding the Wood Commission for developing Scotland's young workforce which recommends a significantly enhanced focus on high quality vocational education for school pupils to help drive economic growth. It was considered that this may help to change both the national and local focus away from attainment.
- While data for looked after children was presented for consideration during the meetings, it was published by the Scottish Government with a caveat regarding robustness and quality. For this reason no conclusions were made regarding the results. However, this was identified as an area requiring further work for some family group councils.

Lessons learned

The positive destinations performance measure has such a wide coverage and the family group meetings attempted to cover it all as it was felt this was the expectation of the pilot process. As a result this meant that discussions were not as focused or detailed as

they could have been.

It is recommended that future benchmarking activity should be more focused on specific themes and priorities that are identified by the service experts in the family group.

Next steps

To progress individual learning to date and implement further opportunities for learning and development, family group members agreed to carry out the following tasks:

- **Identify one action** to take away and progress. Before leaving the second meeting each individual was asked to complete an *exit pass* identifying one action that they would take away from the day's session to progress; actions identified include the following:
 - Look at community benefit - is it gathered and measured?
 - Interested in passport for services for Additional Support Needs (ASN) young people as mentioned by the Western Isles.
 - Find out more about North Lanarkshire Council's work simulation initiatives in schools.
 - Ascertain how the Western Isles' work with employers is undertaken and obtain information regarding their service level agreements.
 - Find out how corporate policy can support positive destinations within a council.
 - Take a look at the Falkirk employability model.
 - Explore discussions held at the second meeting further, as well as the employer engagement activity in Western Isles.
 - Look into post college transitions.
 - Review work experience of young people (16-19) MCMC and also early intervention in schools regarding the transition to activity agreements, e.g. based on the Glasgow model.
- **Apply a small scale test of change.** Using the Scottish Government's three step improvement framework methodology, councils were asked to consider making a small scale change to a current way of working, for example make a change in one school or for one aspect of positive destinations. This change could be based on the examples of good practice gleaned during the benchmarking process or ideas generated following discussions.

Examples of some of the work currently underway to apply a small scale test of change are noted over the page.

- **East Ayrshire Council's** Opportunities for All is funding a small summer activity agreement programme targeted at six unemployed girls (16-19 years old) in the Kilmarnock area who have disengaged from employment, training, and further learning. The programme will last six weeks and outcomes will be evaluated at the end of August 2014. If the pilot is successful, the council hopes to roll it out to a larger number of young people.
- **North Ayrshire Council** will look at their follow up destinations and undertake an individual level analysis of all the young people who had achieved an initial positive destination at the September count, but who had been unable to sustain this positive destination by the March count. Their aim is to better understand the causes and reasons why those young people have been unable to maintain their original positive destination.
- **North Lanarkshire Council** plan to apply the 0.2FTE dedicated resource approach used by North Ayrshire Council in three schools to provide a more focussed co-ordinating, matching, and supporting role for pupils.
In addition a pilot approach, similar to Inverclyde, is being implemented in two schools regarding employability. Secondary head teachers will work with 4 or 5 young people to set them on an alternative curriculum and a personalised learning pathway which leads to a vocational outcome.
- As part of Opportunities for All, **West Dunbartonshire Council** plan to examine current information from the data hub downloads in relation to the *last contact* for young people who are *unknown*, *unemployed*, or *inactive* by the end of September 2014. Thereafter, further analysis will be undertaken to investigate *last contact* timescales, e.g. how many are over 3 months, 6 months, or more. Following collation of the findings, meetings will be arranged with key partners (including Skills Development Scotland and the DWP) to determine a strategy to engage with the young people furthest removed and not engaging, and to improve and agree contact timescales by the end of January 2015.

To review progress of the actions and small scale tests of change identified on page 3 and above, the group agreed to meet again in approximately six months time.

Background to the pilot

This pilot is part of a national benchmarking project, the Local Government Benchmarking Framework (LGBF). All councils in Scotland are engaged in this project to share good practice and identify where and how performance can be improved in terms of costs, productivity, and outcomes for the benefit of customers and communities.

The LGBF was developed by the Improvement Service ...

Family group members

The following eight councils are members of the LGBF family benchmarking group 4 and participated in this pilot exercise. Contact details for officers from each council are noted below:

- **Dundee City Council:** Kenny McKeown, e-mail kenny.mckeown@dundeecity.gov.uk
- **East Ayrshire Council:** Ian Burgoyne, e-mail ian.burgoyne@east-ayrshire.gov.uk; Sarah Parker, e-mail sarah.parker@east-ayrshire.gov.uk
- **Eilean Siar Council:** Fiona Knape, e-mail fknape@cne-siar.gov.uk
- **Glasgow City Council:** Martin Collins, e-mail martin.collins@glasgow.gov.uk; Jacqui McBride, e-mail Jacqui.McBride@glasgow.gov.uk
- **Inverclyde Council:** Dougie Smith, e-mail dougie.smith@inverclyde.gov.uk
- **North Ayrshire Council:** Laura Cook, e-mail LauraCook@north-ayrshire.gov.uk; Michael Byers, e-mail mbyers@north-ayrshire.gov.uk
- **North Lanarkshire Council:** Isabelle Boyd, e-mail boydisab@northlan.gov.uk
- **West Dunbartonshire Council:** Susie Byrne, e-mail Susie.Byrne@west-dunbarton.gov.uk

For further information regarding the LGBF project please contact:

- Emily Lynch, Project Manager - Performance Management and Benchmarking, the Improvement Service, e-mail: Emily.Lynch@improvementservice.org.uk, tel: 01506 775558

Or visit the website: <http://www.improvementservice.org.uk/benchmarking/>

... at the request of the Society of Local Authority Chief Executive's and Senior Managers (SOLACE), and uses a suite of performance measures comparable across all councils in Scotland.

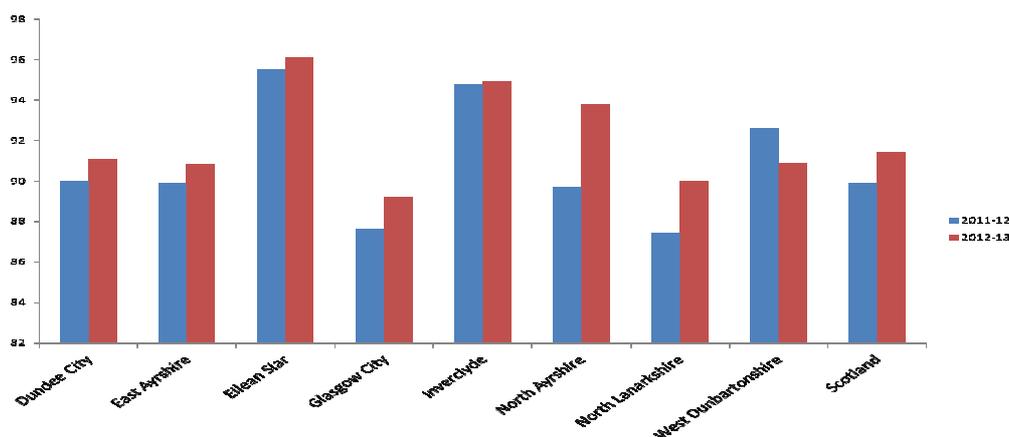
All councils are grouped in one of four family groups based on either deprivation or population density (depending on the type of performance measure); the groupings were approved by Solace.

To progress benchmarking activity, the LGBF Project Board selected agreed to a pilot approach to test the dynamics and methodology of family group activity and establish the time, effort, and resources required to make the family group benchmarking process work in practice. The LGBF project Board selected the performance indicators for the pilot.

The Improvement Service will use the lessons learned from the pilots to develop a programme of family group benchmarking activity moving forward.

Appendix 1 - data results and initial analysis

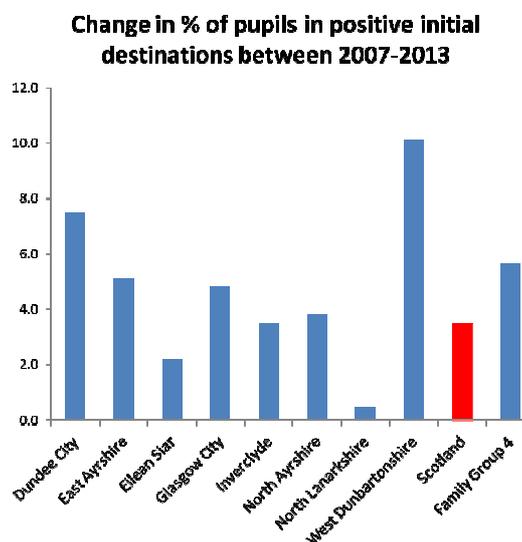
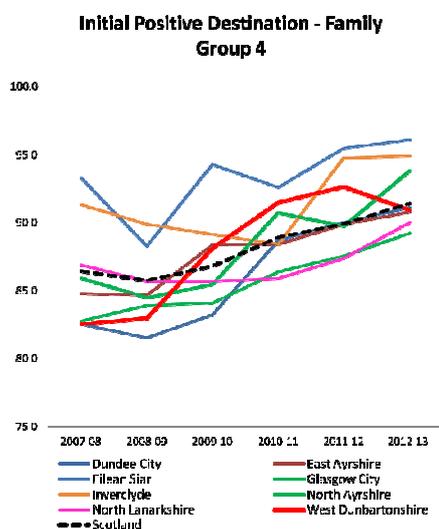
1: % pupils entering positive destinations



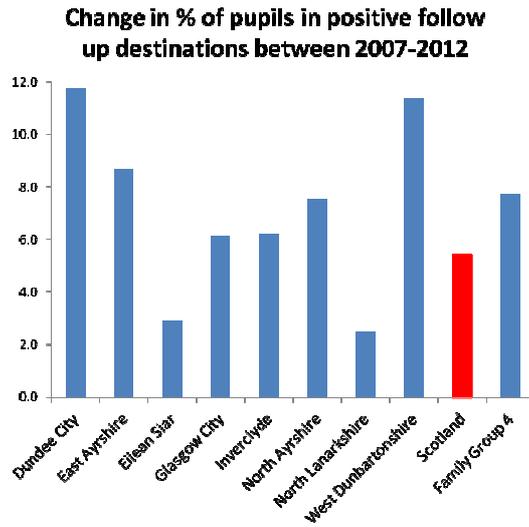
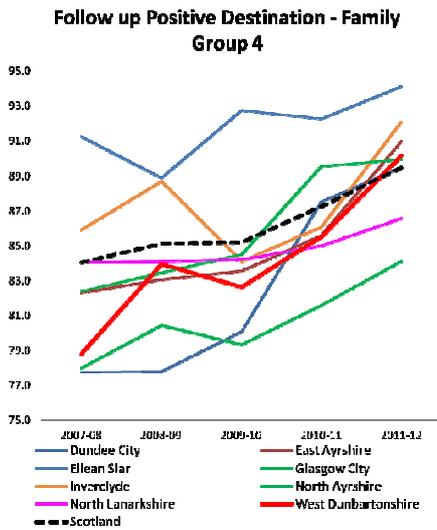
➤ Almost all councils in the family group show an increase in performance in this indicator from 2011/12 to 2012/13. North Ayrshire and North Lanarkshire show quite distinct increases, West Dunbartonshire however show a decrease.

- In North Ayrshire, a combination of different factors including a greater focus on the part of all the agencies that have a role in assisting and ensuring the young people achieve a sustained positive destination. Also linked to this has been the enhanced level of partnership working between all the different agencies involved in ensuring young people are able to achieve a positive destination on leaving school. Lastly, an important factor has been the enhanced levels of provision of opportunities for young people in North Ayrshire. This has included employer recruitment incentives and a significant increase in the number of modern apprenticeships offered by the council.
- For North Lanarkshire, improvements in SLDR for 2012/13 could be largely attributed to the increased accuracy in data. The previous year's SLDR revealed significant anomalies between the young people identified as school leavers by Skills Development Scotland and the young people identified by the council. Through a series of measures these inaccuracies were reduced by 93% for 2012/13. By identifying an accurate school leaving cohort for the SLDR two things are achieved: firstly, it provides a more accurate performance indicator which is essential for improvement planning, and secondly, it assists the process of ensuring that all young people who are at risk of a negative destination are offered the support they need at the earliest opportunity in order to move them towards a positive destination.
- Considering that the economic outlook remains challenging both nationally and locally, the figures still represent a very significant achievement for West Dunbartonshire Council, especially given the very high levels of deprivation in the area and the fact that youth unemployment generally remains very high across West Dunbartonshire.

2. Initial positive destinations and % change between 2007 and 2013

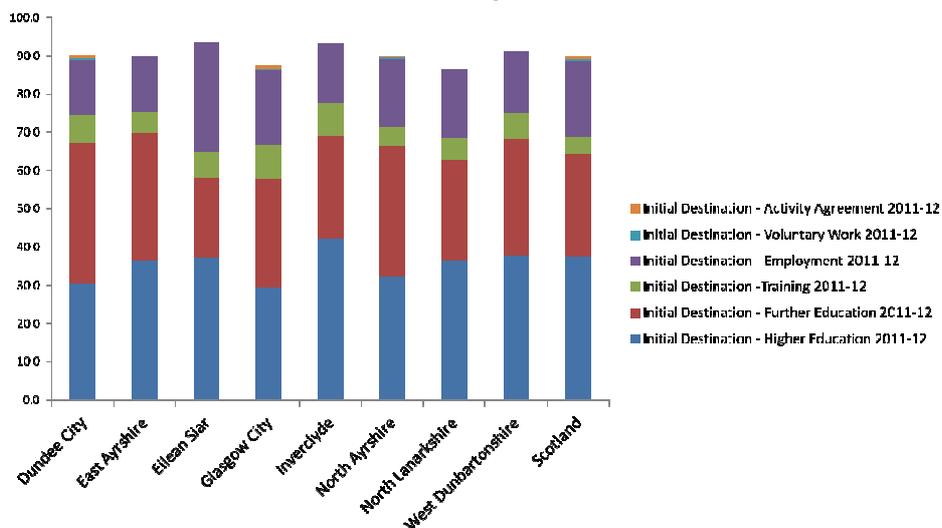


3. Follow up positive destinations and % change between 2007 and 2013



- All councils show an increase from 2007/08 to 2012/13 for both initial and follow up destinations; however the rate of change for the Western Isles and North Lanarkshire for both indicators is much less significant than others in the family group. For both indicators West Dunbartonshire and Dundee City show a considerably higher rate of positive change compared to the others in the family group.
 - In West Dunbartonshire, the figures have been achieved through the hard work of both centrally deployed and school based staff in West Dunbartonshire Council, and staff in partner agencies such as Skills Development Scotland.
 - North Lanarkshire was disproportionately affected by the 2007/08 recession relative to most other councils. As a consequence school leavers entering employment dropped significantly. That number remains low. Although there are clear signs of increasing numbers of job opportunities available, young people are opting to stay on at school and then enter further and higher education. These may not be the best options for pupils. It is therefore important that pupils, parents, and schools are aware of the increasing employment opportunities and of the long-term benefits to young people as well as the local economy as a whole.

4. Initial positive destinations by category (2011/12 figures)

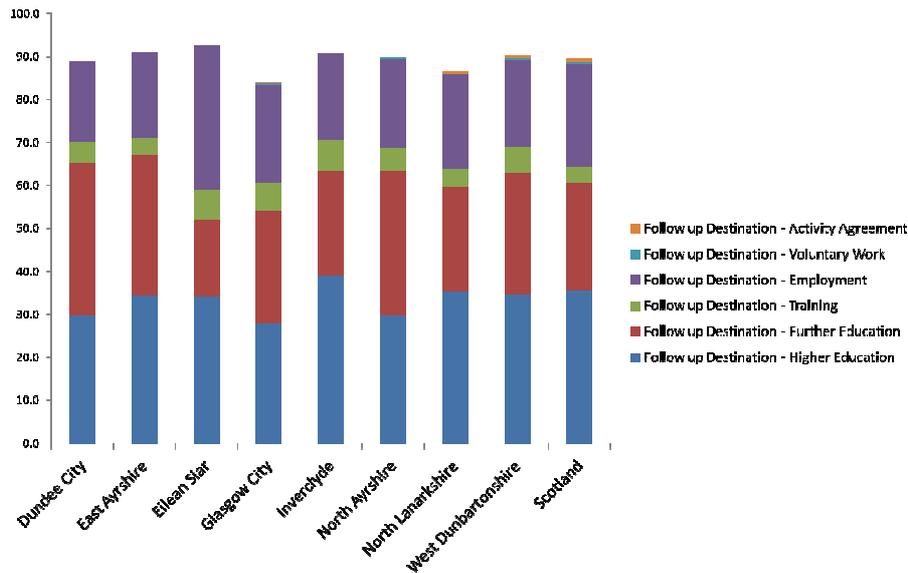


- Employment - initial destinations into employment are higher in the Western Isles (29%) and Glasgow (19.3%), but out of the 8 councils in the family group, Dundee (14.3%) and East Ayrshire (14.6%) have the

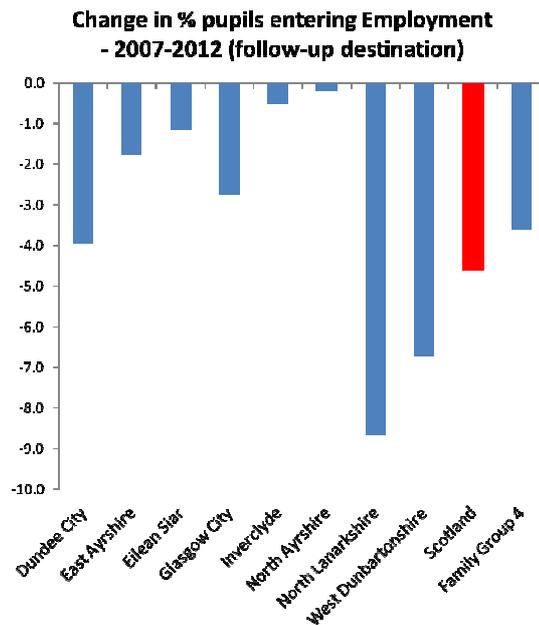
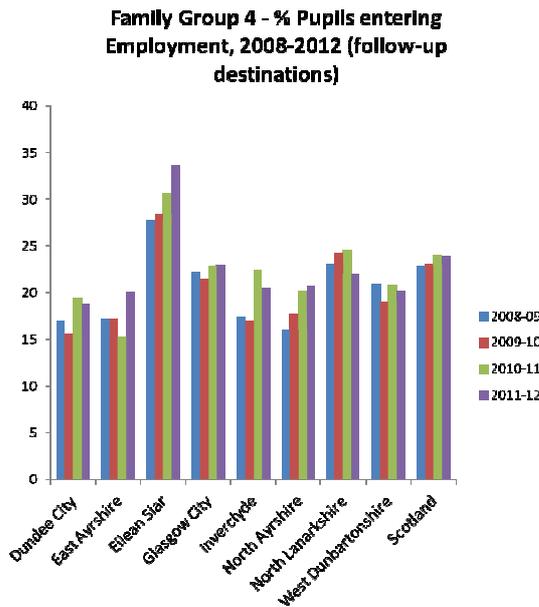
lowest proportion into employment.

- In East Ayrshire, the follow-up SLDR shows an increase of 5.5% to 20.1% of young people entering the labour market between October 2012 and March 2013. This could be due to a number of factors, including simply that job opportunities increased over the period, expansion in the roll-out of modern apprenticeship opportunities, or young people taking up employment opportunities while on training programmes or in further education. It should also be noted that cohort size will affect the percentage figures reported. For example, it would be anticipated that Western Isles would have a fairly small number of school leavers compared to East Ayrshire, while Glasgow would have more employment opportunities for young people than East Ayrshire.
- Training - initial destinations into training are higher in Glasgow (9%) and Inverclyde (8.8%), but lowest in North Ayrshire (5%), North Lanarkshire (5.4%) and East Ayrshire (5.5%).
 - In East Ayrshire, this may possibly be due to school staff having lower levels of knowledge of training provision available in the area. Routes to further education are more clearly understood by school colleagues, which can be seen in the high percentage uptake in the initial SLDR (33.4%). However, while it is recognised that schools are more aware of routes into further education as opposed to training activity, it should be noted that the establishment of transitional support worker posts in schools in late 2010 has raised awareness of training and other alternative provision.
 - North Ayrshire's approach has been about quality rather than quantity. Practitioners have concentrated on directing young people into training opportunities that are suited to the individual abilities and aspirations of the young person. Ultimately these opportunities will have a better chance of securing them a sustained positive destination.
 - In Inverclyde, training has traditionally been an attractive destination for young people due to the deprivation and the relevant training allowance and expenses.
 - In North Lanarkshire, training for the year 2012/13 is 6.3%, which is 1.3% above the national average. This increase may be due to the introduction of the employability fund and its implementation across North Lanarkshire.
- Further education - initial destinations into further education are higher in Dundee (36.8%) and North Ayrshire (34.3%), but lowest in the Western Isles (21%), North Lanarkshire (26.3%) and Inverclyde (26.7%).
 - For North Ayrshire, the positive results relating to initial destinations into further education are a result of a number of factors, including - that there are three college campuses within easy travelling distance, availability of a good range of courses with a variety of entry levels, and the employment situation has encouraged more young people to consider further education studies.
 - In Inverclyde, this peaked several years before but in 2012/13 increased and was on a par with higher education.
 - It is worth pointing out that the 2012/13 SLDR figure for further education in North Lanarkshire has increased to 29.3% which may be significant. Perhaps a more suitable analysis would be taking the combined higher and further education values. In this regard North Lanarkshire is fairly high.
- Higher education - initial destinations into higher education are greater in Inverclyde (42.2%), but lowest in Glasgow (29.3%) and Dundee (30.3%).
 - This needs to be considered in more detail; the largest secondary school in Inverclyde by roll has a significant number of leavers going into higher education, however 4 out of 5 of their other secondary schools are below the national average and receive support (such as FOCUS West) to improve their destination figures into higher education.

5. Follow up positive destinations by category (2011/12 figures)

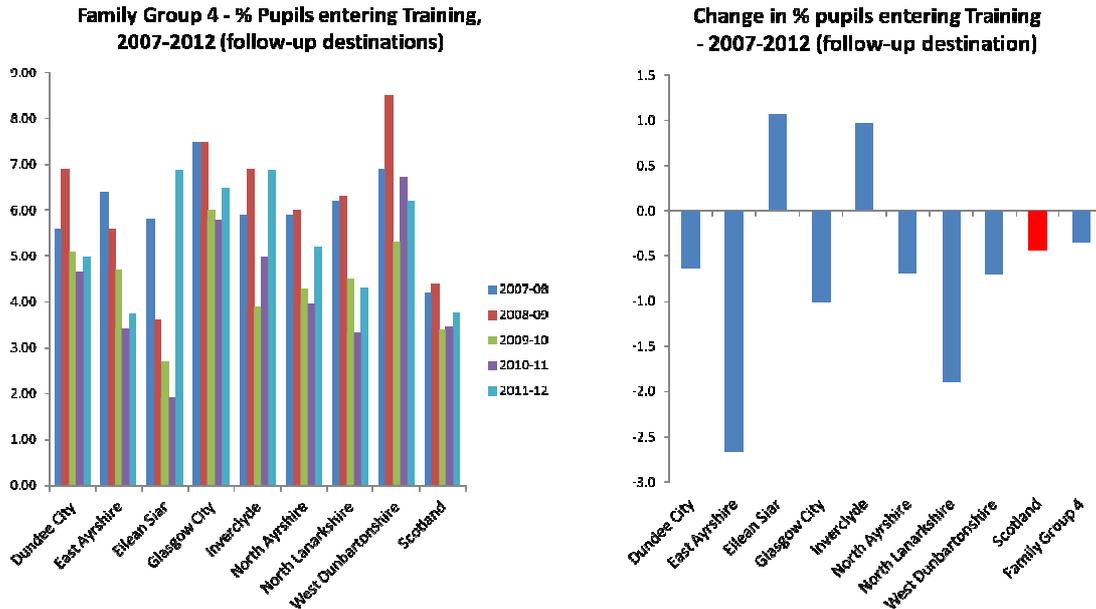


5a. Follow positive destinations - employment



- **Employment** - follow up destinations (2011/12 figures) into employment are higher in the Western Isles (33.7%) and Glasgow (23%), but out of the 8 councils in the family group Dundee (18.8%) has the lowest proportion into employment. All councils show a negative rate of change (from 2007/08 to 2011/12) in terms of follow up destinations into employment, with North Lanarkshire and West Dunbartonshire showing the highest rate of negative change.
- North Lanarkshire was disproportionately affected by the 2007/08 recession relative to most other councils. As a consequence school leavers entering employment dropped significantly. That number remains low. Although there are clear signs of increasing numbers of job opportunities available, young people are opting to stay on at school and then enter further and higher education. These may not be the best options for pupils. It is therefore important that pupils, parents, and schools are aware of the increasing employment opportunities and of the long-term benefits to young people as well as the local economy as a whole.

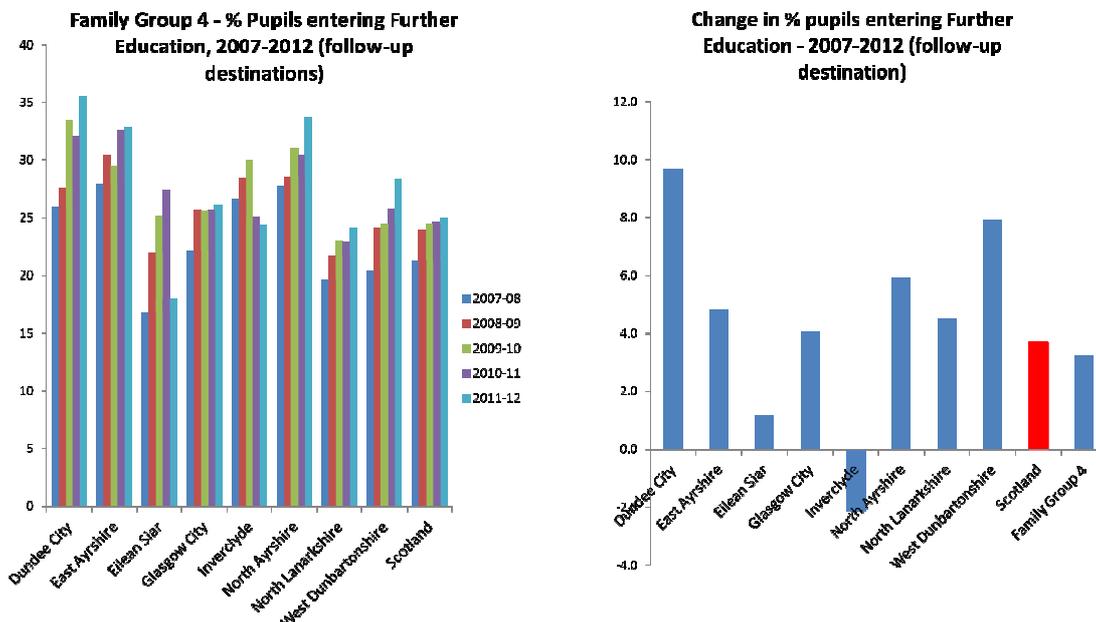
5b. Follow positive destinations - training



➤ **Training** - follow up destinations (2011/12 figures) into training are higher in Inverclyde (6.9%) and the Western Isles (6.9%), but lowest in East Ayrshire (3.7%) and North Lanarkshire (4.3%). Follow up destinations into training shows a positive rate of change (from 2007/08 to 2011/12) in two councils - the Western Isles and Inverclyde, while all other councils show a negative rate of change, with East Ayrshire and North Lanarkshire showing the highest rate of negative change.

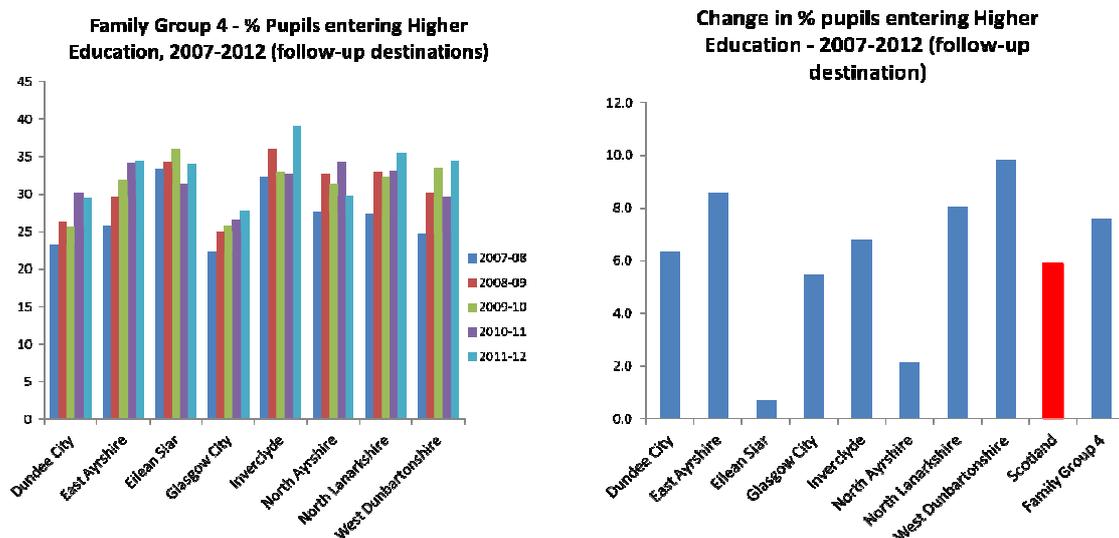
- As the follow up SLDR is collated in quarter 4, the low levels in East Ayrshire may be explained by numbers of training starts being less in this quarter.
- This figure fluctuates in Inverclyde as the employability fund is going for more outcome based approach and is now only for less than 12 weeks. Inverclyde also have more winter leavers going into training, as few other options are available at this time of year.
- In North Lanarkshire, training for the year 2012/13 is 6.3%, which is 1.3% above the national average. This increase may be due to the introduction of the employability fund and its implementation across North Lanarkshire.

5c. Follow positive destinations - further education



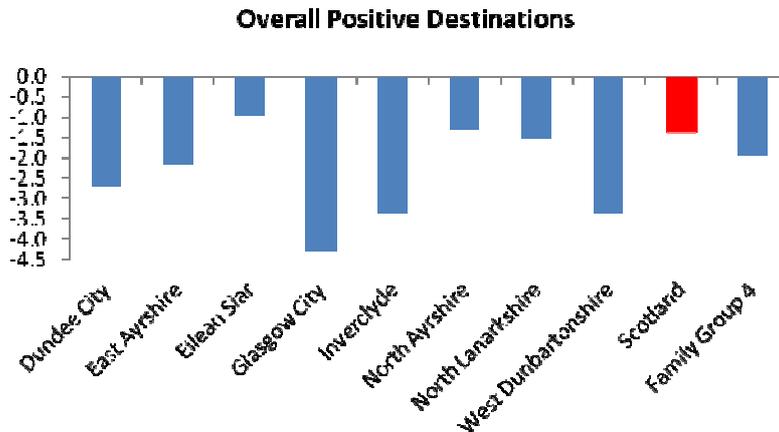
- **Further education** - follow up destinations into further education (2011/12 figures) are higher in Dundee (35.6%) and North Ayrshire (33.7%), but lowest in the Western Isles (18%) and North Lanarkshire (24.1%). Dundee followed by West Dunbartonshire show the largest rate of change (from 2007/08 to 2011/12) in terms of pupils entering further education (follow up destinations) while Inverclyde shows a negative rate of change.
- In North Ayrshire, the positive results relating to follow up destinations into further education are similar to the results for initial destinations, i.e. there are three college campuses within easy travelling distance, availability of a good range of courses with a variety of entry levels, and the employment situation has encouraged more young people to consider further education studies.
- It is worth pointing out that the 2012/13 SLDR figure for further education in North Lanarkshire has increased to 29.3% which may be significant. Perhaps a more suitable analysis would be taking the combined higher and further education values. In this regard North Lanarkshire is fairly high.

5d. Follow positive destinations - higher education



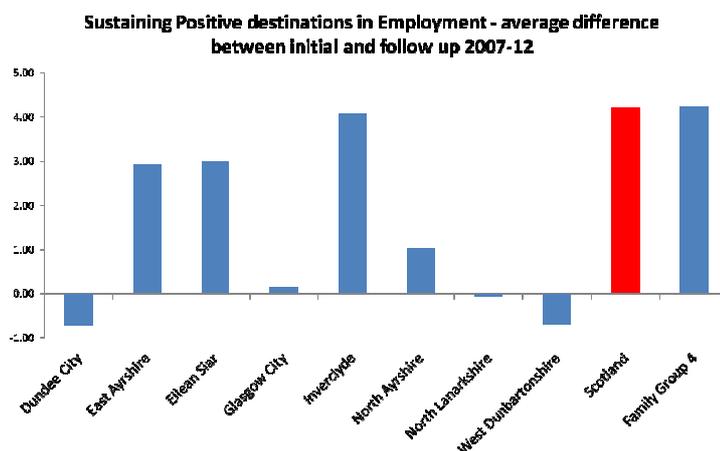
- **Higher education** - follow up destinations into higher education (2011/12 figures) are greater in Inverclyde (39%), but lowest in Glasgow (27.8%), Dundee (29.5%) and North Ayrshire (29.7%). West Dunbartonshire shows the largest rate of change (from 2007/08 to 2011/12) in terms of pupils entering higher education (follow up destinations) followed by East Ayrshire, the Western Isles and North Ayrshire show the lowest rate of change.
- In East Ayrshire, young people entering higher education are committing to a four year course and would be expected to sustain this. The 1.8% drop could be explained by young people discovering that the course they have chosen is not suitable for them and they have simply taken up opportunities elsewhere. In addition, young people in rural communities in East Ayrshire may also come across travel barriers, which lead to difficulties in sustaining a course at university.
- In North Ayrshire the short answer would be to highlight the link between attainment levels and entry into higher education. With only modest increases in attainment levels across North Ayrshire in recent years this has not been sufficient to impact significantly on the rate of young people entering higher education.
- In West Dunbartonshire, economic changes and fewer jobs are attributing to young people staying on at school, and college partnerships and MCMC partnerships responding to demand and needs of young people.
- Inverclyde is obviously going from a higher starting figure, however this is a strength for them.
- Only Glasgow City, Dundee, and North Ayrshire show initial positive destinations into activity agreements and voluntary work, while only North Lanarkshire, Glasgow and West Dunbartonshire show positive follow up destinations into activity agreements and voluntary work.

6. Sustaining destinations



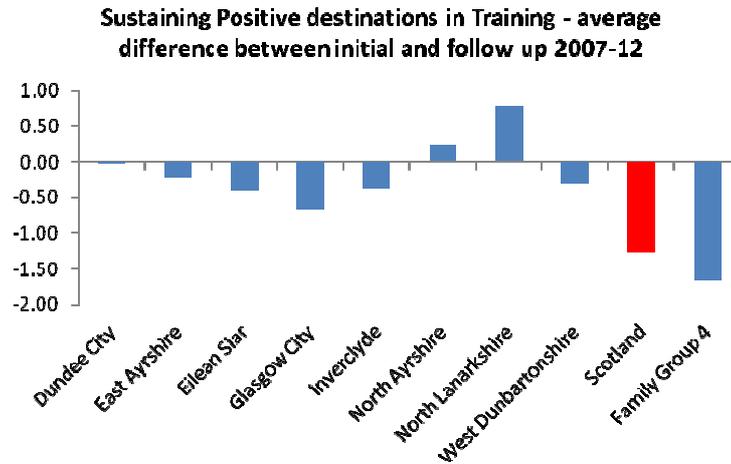
- Sustaining destinations shows less of a positive picture in general. In terms of overall positive destinations all councils in the family group show a decline in the average difference between the % result in initial and follow up destinations from 2007/08 to 2011/12 - Glasgow shows the largest drop off rate, while North Ayrshire, Western Isles, and North Lanarkshire show the smallest drop off rate.
 - Inverclyde consider that this statistic requires further investigation as young people move from destination to destination, but the council should see how they support young people who move into negative destinations and this is the effectiveness of Opportunities for All.
 - North Lanarkshire considers that at this point there is insufficient data to provide appropriate evidence in order to draw any conclusions. It is hoped that with the implementation of the participation measure in April 2015, trends can be better analysed.

6a. Sustaining destinations - employment



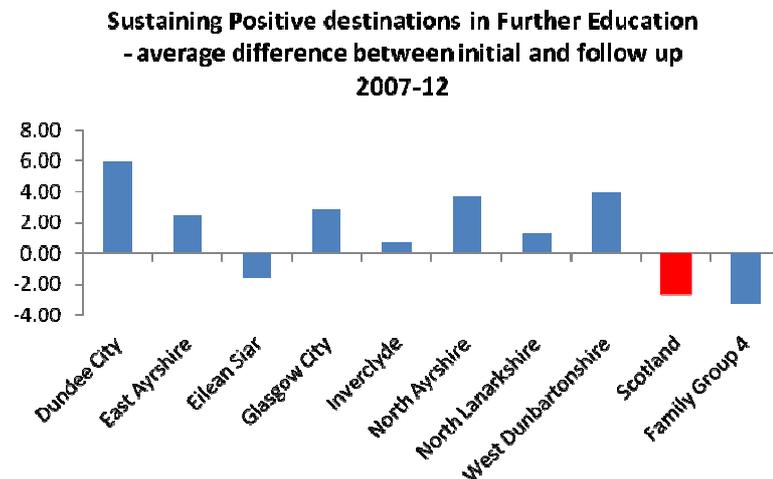
- Employment - in terms of sustaining positive destinations in employment Inverclyde show the highest average over the period, while West Dunbartonshire, Dundee, and North Lanarkshire show a negative rate.
 - In Inverclyde, a lot of work is done locally to support employers and the wider support of young people, but a great deal also depends on the labour market.

6b. Sustaining destinations - training



- Training - in terms of sustaining positive destinations in training North Lanarkshire and North Ayrshire show positive rates, while all other councils in the family group show a negative rate over the period.
 - While there are fewer young people directed to training in North Ayrshire, their approach has ensured that for those that do enter training, this option has proven to be the correct option for the young person thus ensuring young people are more able to sustain training opportunities.
 - In West Dunbartonshire, this is something that is being taken forward with partners.

6c. Sustaining destinations - further education

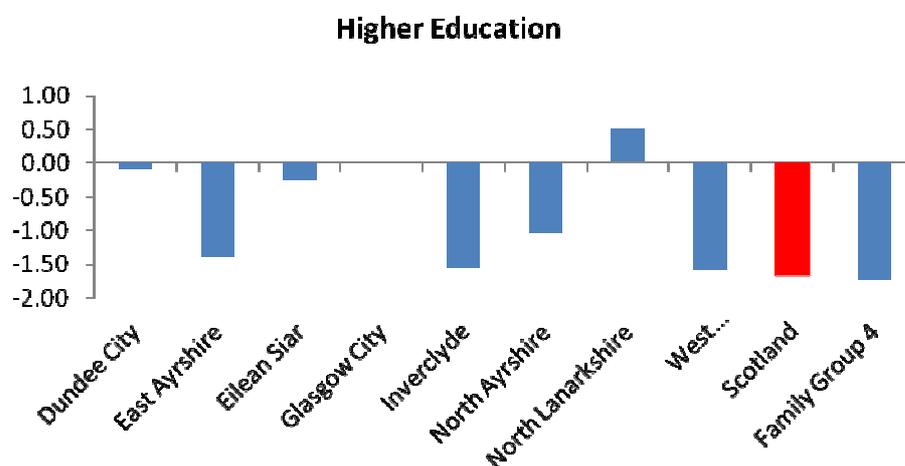


- Further education - in terms of sustaining positive destinations in further education Dundee, West Dunbartonshire and North Ayrshire show the highest averages over this period, while the Western Isles shows a negative rate and Inverclyde a much lower rate.
 - North Ayrshire ensures that a range of supports remain in place for vulnerable young people to help them to sustain their college place. Additional reasons for this success include - more effective partnership working between all appropriate agencies, development of informal networks between council staff and further education institutions, and more effective links with all local colleges. The scale and comparatively small size of the council helps in maintaining effective relationships with the

college sector. There is an informal network of associated agencies dedicated to maintaining and sustaining young people in positive destinations and this support structure has been effective.

- In Inverclyde, the figures for 2012/13 show a marked improvement and the new West College Scotland is working well with the council on availability of programmes and progression routes.

6d. Sustaining destinations - higher education



- Higher education - in terms of sustaining positive destinations in higher education North Lanarkshire and Glasgow show small positive rates over the period, while all other councils in the family group show a negative rate.