

Young Workforce Development at Kibble



Jobs Change Lives

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Kibble achieved a
Gold Award for IYP
in 2015.



**INVESTORS
IN YOUNG
PEOPLE**

**GOOD
PRACTICE
AWARD
GOLD**

Introducing Young Workforce Development (YWD) at Kibble

According to Developing the Young Workforce Work Placements Standard September 2015, “work placements should enable young people to experience a relevant, challenging, enjoyable and appropriate learning experience within the contemporary workplace. A placement should help the young person to make informed decisions about their future career.”

In line with Scotland’s Youth Employment Strategy, our range of programmes give young people the opportunity to gain qualifications and real-life work experience through tailored education and supported employment. As academic research and international benchmarking evidences, YWD programmes for pupils, trainees and employees are traditionally characterised by:

- a placement in a real working environment
- workplace learning and qualifications
- promotion of literacy and numeracy standards
- support/outreach with personal or welfare issues

What Types and Durations of Placements are Available?

Kibble operates a flexible and bespoke system based on the needs and strengths of each young person.

Opportunities are individually tailored to each young person. The challenges they face are taken into account when planning a placement, and throughout the ongoing process of tracking, mentoring and support. The overriding principle is to adapt or change the placement to fit the needs of the individual, thus offering a completely bespoke service based on the needs and strengths of each referral.

The broad general education curriculum teaches careers education through promotion of required skills, such as problem solving, and offers the beginnings of workplace training by having classrooms in facilities such as a mechanics bay or hospitality kitchen.

Lamont Farm is a community farm where some pupils in broad general education can spend time as part of their education. It is used to support young people who are not engaging in formal, classroom-based learning. Pupils look after animals, maintain the facility and also learn about appropriate dress code, relationships and behaviours. This helps them prepare for either engagement in formal, classroom-based learning or starting work in senior phase at KibbleWorks.

Work placements are part of the senior phase. Consultation takes place between the young person, their Key Tutor, and Key Worker to determine the most appropriate pathway for the learner. Young people have the opportunity to attend either the Open School or KibbleWorks. Pupils opting to study at KibbleWorks continue with a Literacy, Numeracy and Work Readiness SQA qualification curriculum delivered by GTC registered teaching staff. They will experience workplace learning in a real business environment while studying for a variety of vocational qualifications.

The duration of each placement is based entirely on the needs of each individual pupil, taking into account their personal education and care plan. Many pupils start attending a placement one day a week and build up to full-time.

If appropriate to their needs, senior phase pupils may also attend a six month transitional YES (Youth Employment Support) programme at The Experience – a social enterprise in the leisure and hospitality sector owned by Kibble. The YES programme is also flexible with attendance according to individual needs and the strengths of each young person.

Senior phase pupils in the Safe Centre also participate in workplace learning programmes depending on their mobility structure.

The Experience is Kibble’s introduction into running a leisure and hospitality business. As it consolidates its business platform, it will be able to provide increasing opportunities for part-time and weekend work to Kibble pupils. In many instances, this may be the young person’s first real job under actual recruitment and contractual conditions.

Lead Staff

Principal Teacher of senior phase and Deputy Head Teacher (DHT), Young Workforce Development lead on this process in consultation with DHT, Open School and DHT, Safe Centre

Kibble Young Workforce Development Programme Process

1 Placement referral request comes from
Kibble staff/young people/Social Work Depts/word of mouth/miscellaneous partnerships e.g. West College Scotland



2 Referrals go through Deputy Head Teacher (YWD)
Programme selected to meet needs of young person and funding sought/agreed



3 Referral assessment includes
prior learning, risk assessment, personal learning plans, application form, interview, referral form



4 Placement Induction Programme includes
initial meeting, information booklet issued, personal tour conducted, mandatory training planned



5 Placement design includes
daily one-to-one with vocational professional, weekly case notes, monthly young person meeting, outreach support from qualified Child and Youth Care Worker (CYCW), and individual input from Employer Liaison Officer (ELO)



6 Training plan devised to include
mandatory training e.g. manual handling, fire safety, City & Guilds qualifications, SQA Employability Award, Certificate of Work Readiness, literacy and numeracy support



7 Progress tracked and exit strategy designed
Weekly transition meeting, tracking of progress using GIRFEC every six weeks, input from Employer Liaison Officer (ELO) to match positive destination and young person profile, engagement and support with proposed positive destination through to and including initial start period



8 Bounce back facility in place

- Potential for lack of progress to lead to change of YWD programme during time at Kibble
- Potential to maintain informal contacts with all graduates from YWD programmes
- Potential to engage and/or return to any YWD programme after leaving Kibble

What are the Range of Work Placements Available?

The Education and Young Workforce Development (YWD) Service has a strategic development plan which incorporates improvement planning for the Education/Employment Support and Outreach Services, Primary School, Open School, Safe Centre, KibbleWorks and The Experience.

At present, we have twelve YWD programmes in operation, including senior phase and bespoke programmes. These are aimed at disengaged pupils from mainstream schools through to postgraduate interns.

The strategic plan for YWD at Kibble is to provide a wide variety of credible and useful YWD programmes for those who are furthest from the labour market.

Kibble Young Workforce Development Programmes

Programme Title	Description	Participants
Senior Phase Vocational Pathway	Young people have the choice to participate in a senior phase pathway characterised by actual work placements in real social enterprises while working for a wide selection of vocational qualifications. All pupils continue with academic qualifications in literacy and numeracy and are also supported to achieve the Certificate of Work Readiness and/or relevant employability awards.	Young people attending the Open School on Kibble campus
Safe Centre Mobility Placements	This placement forms part of the transition programme out of the secure unit. Placement type and duration will be determined by the individual needs and abilities of the young person concerned.	Young people attending education in Kibble's Safe Centre
External Trainee Placements	Young people attend either KibbleWorks or The Experience for an individualised period of time to gain the skills required to sustain a job in the future. Placements offer flexible, responsive and tailored employability support in a variety of areas including catering, furniture recycling, picture framing, motor vehicle mechanics, gardening and landscaping, leisure and hospitality, and much more. Placements are externally funded from a variety of sources including local authorities and third sector organisations.	Young people with barriers to employment within a travel to work radius
Community Jobs Scotland	Oskars, a zero waste and recycling social enterprise, offers employment and training over an average period of nine months. Young people on Community Jobs Scotland (CJS) placements are also put through a variety of vocational qualifications to enhance their employability prospects when the scheme ends. Although officially 'employed' as Kibble members of staff, CJS placements are filled by young people far from the mainstream labour market. They are therefore in receipt of both employability training and support throughout the placement.	Disadvantaged young people from the community
Modern Apprenticeships	The apprentices not only support the work of social enterprise co-ordinators, but they also take on the role of peer mentoring and role modelling to senior phase pupils from campus. The apprenticeships presently being studied include mechanics, light engineering, construction and business administration.	Young people aged 16-24
The YES Programme	Funded by the Big Lottery, the YES programme offers a transitional job to young people with barriers to employment. Like the senior phase at KibbleWorks, the distinctive feature of this programme is an actual work placement in a real leisure and hospitality business – The Experience. YES trainees also complete the Certificate of Work Readiness.	Young people aged 16-29 furthest removed from the job market
Student Placements	Opportunities exist for students studying courses to augment and enhance their theoretical learning with practical, relevant experience. For example, the Kids' Clubs run at The Experience during school holidays can be supported by students studying courses in childcare or education.	External college/university students
Student Sessional Pool	Part of the student experience is achieving a balance of formal learning, a student lifestyle and part-time employment. Students appreciate time off work for exams and/or dissertations, plus summers travelling abroad. Young Workforce Development at Kibble offers students the opportunity to be in a bank of sessional workers needed to operate in the leisure and hospitality sector.	Trainees graduating from Kibble employability programmes, and partner organisations
Postgraduate Transitional Posts	Graduates have been employed for transitional jobs giving real work experience to complement their academic studies before they begin their chosen career e.g. design.	Graduates

Programme Title	Description	Participants
Trainee Employee Probation Programme	Young staff employed by Kibble have an initial probation year to establish employability skills and attitudes, and complete basic training including manual handling, fire safety and customer service. During the programme, employees are paid national minimum wage which increases to living wage after the probationary year has been completed.	Young trainees employed by Kibble
Mainstream School Bespoke Packages	Bespoke packages are built around mainstream secondary school demand for vocational training and work experience. Examples have included; developing and building a school garden, or cooking in an industrial kitchen.	Secondary school pupils
External Adult Work Placements	Kibble is also keen to play a role rectifying the mistakes of the past when YWD programmes were not so relevant and accessible. HMP Greenock prisoners convicted of serious crimes as young adults many years ago can now participate in planned work experience programmes at Kibble.	Currently HMP Greenock prisoners, although there is potential to work with other partners



How Does the Timetable Cope With the Work Placements?

As stated in Building the Curriculum 4, skills for learning, life and work are promoted through Curriculum for Excellence. This is done by offering an individualised approach to work placements which is relevant and meaningful for young people. It provides opportunities for young people to consider the skills they will need in advance of their placement, to practise and develop their skills, and to reflect on their experience post-placement.

Due to the relatively small pupil numbers and high staff to pupil ratios, the flexibility of timetabling workplace learning and senior phase pathways is straightforward. As can be seen on the timetable, the vast majority of learning takes place 'on the job' at KibbleWorks, Oskars or The Experience. The amount of time pupils spend in a formal classroom setting is minimised.

Lead Staff

Deputy Head Teacher (DHT),
Young Workforce Development and DHT,
Open School

Example of a Timetable

Days	AM	PM
Monday	KibbleWorks Placement (practical workplace skills)	KibbleWorks Placement (practical workplace skills)
Tuesday	KibbleWorks Placement (practical workplace skills)	KibbleWorks Placement (practical workplace skills)
	10.45am-11.30am Employability in Learning Hub	
Wednesday	KibbleWorks Placement (practical workplace skills)	KibbleWorks Placement (practical workplace skills)
	10.45am-11.30am core skills numeracy in Learning Hub	
Thursday	KibbleWorks Placement (practical workplace skills)	KibbleWorks Placement (practical workplace skills)
Friday	Core skills numeracy and employability in Learning Hub	

What Academic and Vocational Qualifications are Earned During the Work Placements?

KibbleWorks and The Experience provide learning environments which are similar to a college setting. The young person is working 'on the job' and being timetabled for very short periods of time e.g. 40 minutes to Kibble College to complete classroom activities and paperwork for the various SQA, City & Guilds and vocational qualifications.

All Kibble pupils continue with SQA qualifications, taught by GTC registered staff, at the level appropriate for each learner in literacy, numeracy and workplace learning/employability. Other SQA curriculum qualifications may continue at school on campus e.g. drama, but on an individual bespoke basis.

Kibble is presently participating in a 'Certificate of Work Readiness' pilot with SDS. Between both KibbleWorks and The Experience, circa 70 pupils will have completed the course this session.

KibbleWorks is also an accredited facility for City & Guilds qualifications. All vocational staff are qualified Internal Verifiers. Increasing numbers of staff are qualifying as External Verifiers. Many pupils, if appropriate to their needs and strengths, will participate in a variety of vocational courses. At present we have four young people undertaking apprenticeship courses in Mechanics, Joinery, and Business Administration.

KibbleWorks and Kibble College works to ensure all pupils achieve a package of industry standard workplace qualifications which include manual handling, first aid, food hygiene etc.





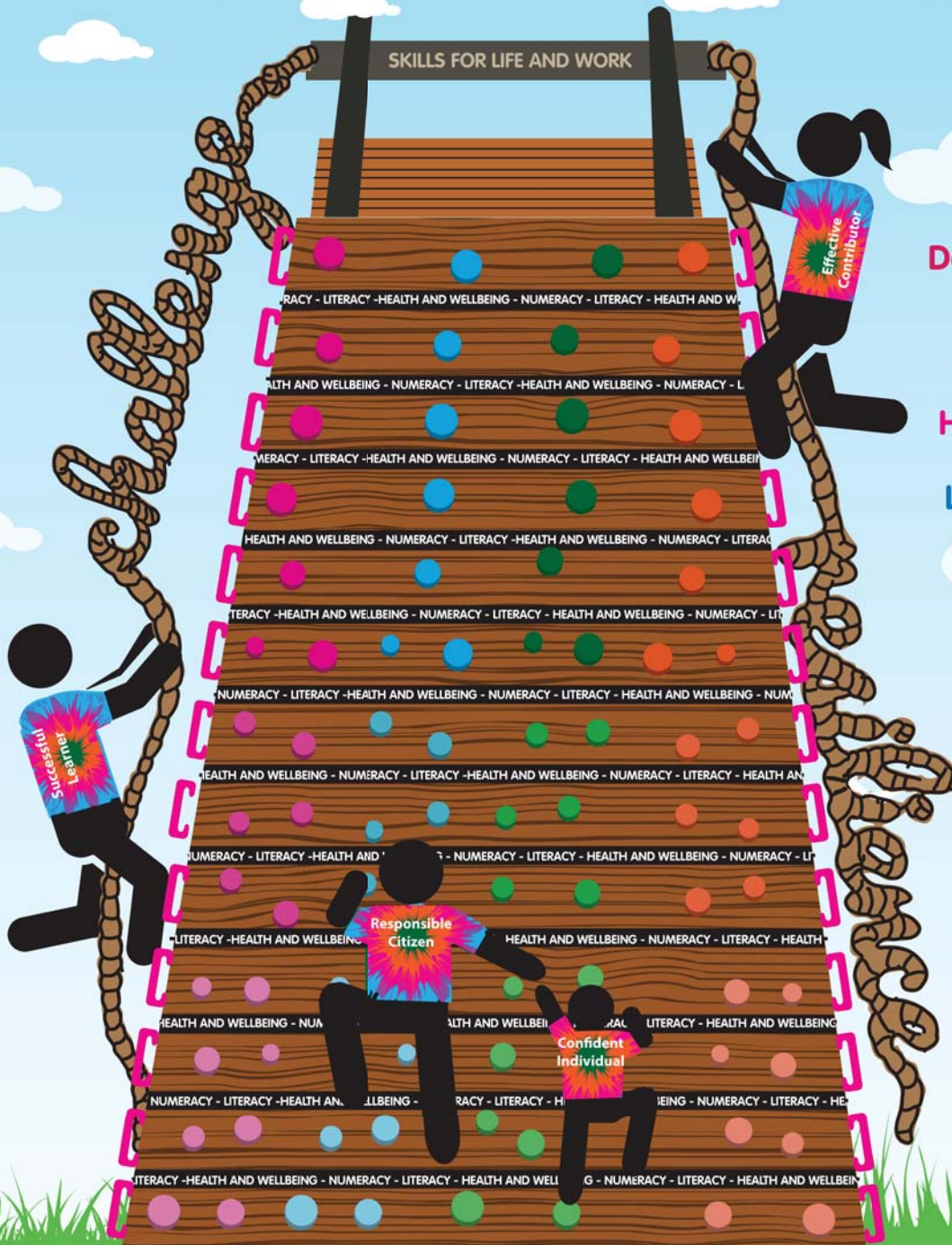
Kibble Curriculum

Shaping Young Futures

In line with the Curriculum for Excellence, our Young Workforce Development programmes support interdisciplinary learning, and the chance to gain vocational qualifications and employment opportunities. Programmes are designed to equip young people with skills for life and work.

SKILLS FOR LIFE AND WORK

- 12
- 11
- 10
- 9
- 8
- 7
- 6
- 5
- 4
- 3
- 2
- 1



- Doctoral Degree
- Masters Postgraduate
- Honours Degree
- Level 9 Degree
- SVQ 4
- HNC and SVQ 3
- Higher
- Nat5
- Nat4
- Nat3
- Nat2
- Nat1

What Professionals Deliver Work Placements?

The Young Workforce Development (YWD) curriculum at Kibble is delivered by GTC registered teachers, qualified Child and Youth Care Workers registered with the Scottish Social Services Council, and vocational staff qualified to at least internal verifier standard.

Kibble was validated in April 2015 by the GTC to deliver Professional Update.

Peer mentoring is also a strong feature of the Kibble YWD programmes. As youngsters progress through their training, they can take on fresh/new senior phase pupils in their area of work. For example a few youngsters, who have progressed into a four year apprenticeship programme, will take on an S4 pupil to mentor and support as they begin their workplace learning journey.

Lead Staff

Education and
YWD Senior
Management Team

How are Pupils Tracked to Achieve Their Work Placement Outcomes?

Pupils prepare to enter the senior phase of their education throughout the broad general education. All Kibble pupils are tracked every six weeks on each of the seven SHANARRI indicators and across the four contexts of learning, to help us ensure we get it right for every child.

The transition into senior phase is part of the care plan. All youngsters have a weekly report compiled on them which feeds into a weekly transition meeting and YES programme meeting. Interventions take place when progress is not being made.

An Employer Liaison Officer and Employment Support and Outreach Services (ESOS) Worker help individuals in their work placements in KibbleWorks and The Experience, where relevant. Both members of staff also support the recruitment process and initial settling in period at the start of jobs in businesses external to Kibble.

ESOS staff are presently working on a structure to ensure all pupils working in a job external to Kibble can still get in touch with the service for support, helping to sustain employment through their adult life.

Building the Curriculum 4 emphasizes the importance of partnership working. Kibble's Employer Liaison Officer builds partnerships with a network of employers who offer our young people work trials, jobs, and are willing to attend employers events.

Lead Staff

Part-time Senior
Phase and Manager,
Workplace Learning



A Word From our Service Users

"I started on MowerWorks and proved myself, then moved onto RoadWorks which is the mechanics workshop at KibbleWorks. After a while I got a Community Jobs Scotland place, so I was earning a proper wage doing what I liked and getting good experience. I'm now doing an apprenticeship and attending college which is great.

My mentor is really knowledgeable and is good at teaching so I get the benefit of his knowledge and experience. I also help in other parts of KibbleWorks when needed and I can learn other things which help me in RoadWorks, like speaking to customers. It's not just mechanics, I also work with other young people, and since I used to be one, I have a better understanding of how to help them, and how to show them they have to work for what they want – they won't just get it.

It's a good place to work, it's friendly and you get help with all different things. I'd like to become a fully qualified mechanic, then find work in the motor vehicle trade, if possible still working with young people. I'd work here for as long as they want me!"

Modern Apprentice, KibbleWorks

"I recently started working part-time as a Trainee Dental Nurse. At first I was extremely nervous about starting a real job and meeting new people, but with support from staff at KibbleWorks, I managed fine. I feel more confident since starting the job, I have been able to speak to patients with ease. I have learned about cross contamination, how to assist with fillings and extractions. I've learned about tooth surfaces and what each tooth is called. I have also learned at KibbleWorks about how to cope with moving into a working environment. The job has made a big difference to me, I'm more focused at weekends because my job is important to me and I don't want to risk losing it. It's made me loads more confident and given me a clear picture of what I want to do with my future."

KibbleWorks Graduate

"I started on the YES programme in September 2015 and before that I was unemployed for around four months. It was daunting coming for the interview, and I felt very nervous, but everyone was really nice. I was really happy to find out I got a job on the painting and decorating team and I've found the placement really beneficial as I wasn't sure about what I wanted to do. I am now planning to apply for an apprenticeship with CITB. Since working with the YES team I feel more confident about my future and really want a career. I recently passed my CSCS card assessment with the help of my team leader. This card means I can get work on any construction site in Scotland."

Young Person, The YES Programme

Why is Child Protection Important?

Child protection and sustaining the lives of those affected by childhood trauma is the core business of Kibble.

There are designated Child Protection Officers (CPOs) within the organisation. The designated CPO for Young Workforce Development (YWD) is Mark Robertson.

All policies and practices are in place. Kibble is subject to inspections from both Education Scotland and the Care Inspectorate.

Kibble co-funds the services of two Community Police Officers and engages in excellent partnership working through quarterly meetings with local Police Inspectors.

Kibble has Specialist Intervention Services which includes a variety of programme staff plus a team of four Forensic Psychologists and a LAC Nurse to work with trauma induced behaviours.

Lead Staff

Education and
YWD Senior
Management Team

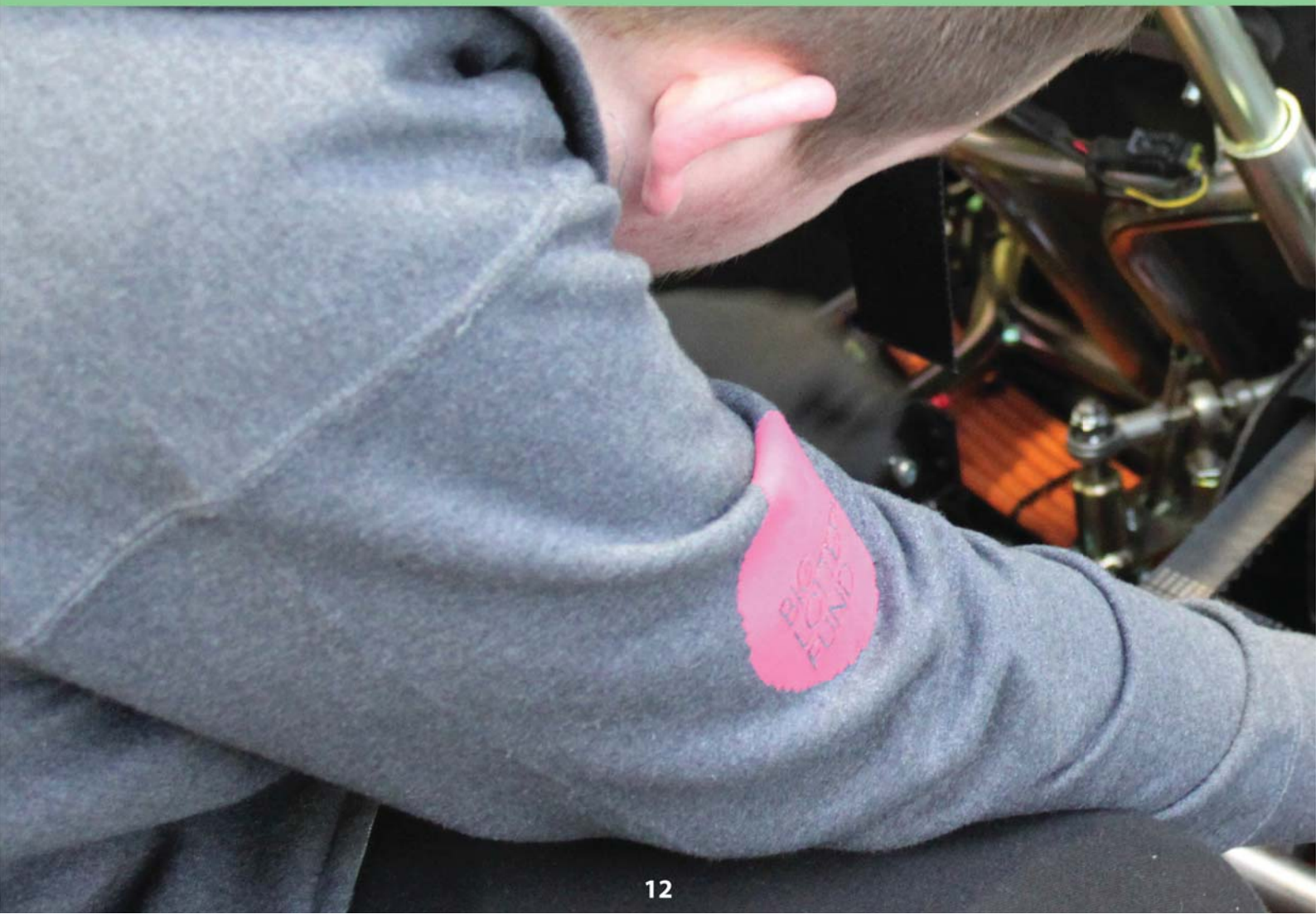
How do we Promote Equal Opportunities?

Promotion of inclusion and equal opportunities for care leavers, and youngsters with disabilities is an essential part of Young Workforce Development at Kibble. Our mission is to provide the toolkit to maintain employment and therefore sustain an income and active participation in society.

While we endorse and execute, where relevant, all parts of the Wood Commission Report, we specialise in and particularly address recommendations 13, 27, 33, 37, 38 and 39.

Lead Staff

All Kibble staff



How is Insurance/Health and Safety Organised?

Compliance with all insurance and health and safety regulations, including risk assessments, is paramount at Kibble.

Education and Young Workforce Development Senior Management Team (YWD SMT) work closely with Compliance, Quality Assurance, and Health and Safety colleagues to ensure the highest standards are promoted and implemented.

Lead Staff

Education and YWD SMT and professional corporate Kibble staff, as appropriate.

How are Young People on Placements Supported?

Kibble employs an Employer Liaison Officer (ELO) to build and forge partnerships with local employers, and those further afield. The ELO matches vacancies to youngsters deemed work ready.

Working with the Employment Support and Outreach Services (ESOS) colleague, the ELO supports youngsters into employment. The range of work-based trials and placements are as wide as the variety of youngsters and scope of businesses.

KibbleWorks issues an induction pack and carries out an induction programme for all Young Workforce Development (YWD) trainees.

Young people in training benefit from Kibble HR department support - the same as all Kibble employees.

Lead Staff

Deputy Head Teacher, ELO, ESOS, staff and HR



A Word From our Service Users Continued

"I was going through a rough patch in my life with drugs, alcohol and issues with my mum. I became homeless and had to move out of my home area to try to get away from the lifestyle I was in. I went to live with my dad but he and I fell out due to us both taking drugs so I became homeless.

I was staying in homeless accommodation and ended up committing offences due to drugs. I was sentenced and sent to Polmont. While I was in jail I started working with Passport - they get to know you and help you when you get out. They got me to the SCVO meeting in Glasgow where I met staff from Oskars and they decided to interview me for a job.

I didn't think I would hear anything back and next thing I know a slip is put through my door saying that I had been accepted for the job. I started the job and I really enjoy it. Now that I am working I feel that something has gone click in my head and I know that I have to do things I don't necessarily want to do, like go to bed early in order to get up in the morning to be ready for work.

It makes me feel satisfied doing a job, looking at it at the end and knowing that I have done that. Routine is also key for me.

I have learned so much – about gardening, uplifting bulk waste. I have learned lots of skills – manual handling – how to lift things properly. I have learned a bit about removals, and also customer service. I have learned how to work in a team and I enjoy this.

This job has made a big change in my life, I have money now and I have ambitions, so it has made me think that it is possible that I could get a full-time job at the end of my time with Oskars.

Oskars has given me a great opportunity that I have grabbed with both hands."

Young Person, Oskars



Glossary

Key Tutor: Teacher assigned to a pupil to advocate and support their education while at Kibble. Teachers are allocated Key Tutor role to only a few pupils to ensure a quality relationship and regular meetings take place

Key Worker: Qualified Child and Youth Care Worker assigned to each young person to take on corporate parent role – be they residential or day pupils

Open School: Pupils attend Kibble primary or secondary school who are residential on campus, or that attend as day pupils

Safe Centre: Young people at a point of crisis are referred to our secure unit - the Safe Centre - via a Children's Panel or a court order. The young people live in and are educated in the Safe Centre

KibbleWorks: Industrial warehouse in Paisley housing a collection of social enterprises where young people gain actual work experience and earn vocational qualifications in a variety of areas including car mechanics, construction, light engineering and more

The Experience: Kibble's introduction into the leisure and hospitality sector. A social enterprise based in Hillington Park, it is a themed entertainment and events venue providing training and actual work experience in hospitality, graphic design, customer service, painting and decorating, maintenance and community gardening

Oskars: A social enterprise providing a range of second hand furniture, white goods and services including house clearances, painting and decorating at a low cost. Provision of these services facilitates training via the Community Jobs Scotland scheme

Kibble College: Classrooms in KibbleWorks and The Experience for young people to facilitate formal learning. Kibble's model of operation is to minimise time spent in Kibble College and maximise time spent doing actual workplace training

SSSC: Scottish Social Services Council

GTC: General Teaching Council

CPO: Child Protection Officer

PLO: Police Liaison Officer. Kibble co-funds two police officers to work with our young people

LAC Nurse: Looked After Children Nurse

SIS: Specialist Intervention Services at Kibble are a mix of professionals, including Forensic Psychologists who provide evidence-based psychological consultation, assessment and interventions for young people with complex needs

YES: Youth Employment Support programme

DHT/PT (YWD): Depute Head Teacher/ Principal Teacher of Young Workforce Development

CWR: Certificate of Work Readiness, Skills Development Scotland

CYCW: Child and Youth Care Worker

ESOS: Education/Employability Support and Outreach Services

ELO: Employer Liaison Officer. Role is to build a network of partnerships with employers and colleges to match job vacancies/college placements with the needs and skills of each young person



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