

# Positive Futures

a collaboration between

**DYW**

**NORTH EAST**  
The vital link connecting  
schools and businesses

**DYW**

**MORAY**  
Developing the  
Young Workforce





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# Background

Positive Futures was an ambitious project conceived in turbulent times.

Against a backdrop of a global pandemic, Brexit pressures and the decline of tradition industries, the two Developing the Young Workforce (DYW) groups in Moray and the North-east came together to try to understand their impact on youth employability.

We wanted to change the narrative from negative to positive on the opportunities and jobs available to young people, aligned to relevant local labour market data.

An additional aim was to lay the foundations for our two regions to design a sustainable more collaborative model, in line with the national DYW approach.

The year-long project was devised to supercharge how the two DYW teams communicate and engage with young people and employers.

By both highlighting relevant key resources as well as creating assets to support future activity, we aimed to inform and inspire young people about their options in a challenging work environment.

Conceived in March 2021 by the two DYW regional leads, the pilot collaborative project team also contained two members from their respective boards, and recruited a fixed-term communications lead and project administrator, as well as a modern apprentice.

We wanted to offer reassurance and reinforce the message that there is a positive future for young people in our regions.



Sarah Barnes,  
DYW Moray



Mary Holland,  
DYW North East



Margo Milne,  
DYW North East

# Executive summary

**Positive Futures** was a collaborative project between **DYW Moray & North East** focused on communicating and engaging with employers and young people to accelerate the work of **DYW**.

The year-long project set out to discover how employers and young people viewed youth employability in Moray and the North East and address the findings with a positive narrative, highlighting opportunities and support.

## 1. Understanding the environment

The first step was the Positive Futures research study, to clarify whether DYW's perception of the issues and situation were accurate. It also provided a benchmark to allow us to understand the scale of the task of promoting a positive narrative.

And so in the summer of 2021, two surveys were conducted to gauge the sentiment of young people and employers on the employment landscape in the region.

From the two initial surveys in the summer of 2021, the research team then carried out in-depth interviews to gain more insight into the data.



*The first survey report*

## 2. Creating a positive narrative

# Young Person's Guarantee

Over the following six months, a series of three campaigns addressed some of the key findings from the study. These were supported with a programme of proactive media coverage highlighting the Positive Future message.

- Employers were targeted with a six-month campaign encouraging them to sign up to the **Young Person's Guarantee**
- The benefits of gaining work experience were highlighted in a **Foundation Apprentice** campaign, both to inform young people and their influencers and to get employers to offer placements
- **Mentoring** was the third focus, detailing the support available in each region and the benefits of a mentoring relationship.



*Our Modern Apprentice Phillip hosting an online event on Foundation Apprenticeships*

### 3. Leaving a legacy



#### Case study - a school-business project Rubberatkins and Bridge of Don Academy



One of the case studies highlighting good practice

Meanwhile, a library of resources was being created, making sure the project left a lasting legacy for the important work DYW does.

These new assets were designed to fit the direction of industry and the employment landscape, with templates and processes in place for team going forward

#### HOW IT WORKS



New presentation slides give clear information on how the DYW organisations operate

### Results

At the start of the project, seven outcomes were laid down to mark progress and give strategic guidance to the team (see page 16).

There is more detailed analysis of the results in the separate sections that follow.

In summary, the Positive Futures project:

- provided an accurate regional snapshot of the differing views of the youth employability landscape from young people and employers
- dug deeper with research interviews to gain a better understanding of the barriers facing young people and employers
- actively promoted career pathways and regional growth sectors
- communicated with young people the way they communicate with each other
- engaged with employers already on board to motivate other employers
- created a bank of multimedia content to support ongoing DYW work

Overall, the Positive Futures project has given us a greater understanding of the barriers facing young people and employers, which can be incorporated into DYW strategy moving forward.

# Research overview

It was important that we understood the scale of the task and so in the summer of 2021, two surveys were conducted to gauge the sentiment of young people and employers on the employment landscape in the region.

Of the two surveys, one asked young people about their perception of the opportunities available to them. The other asked employers how they find their future talent and about their engagement with young people in general.

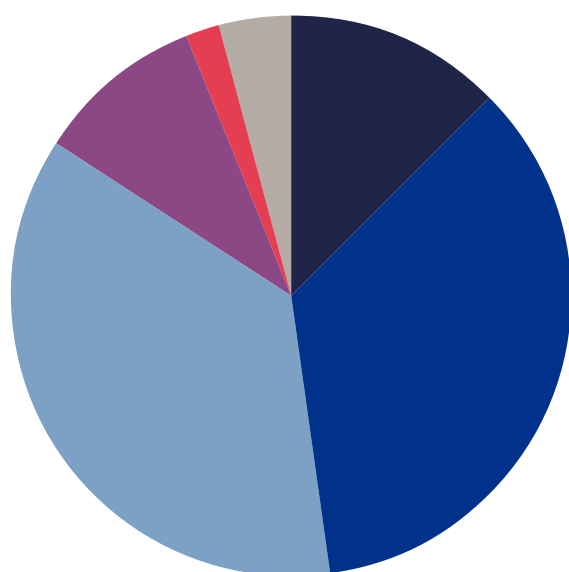
The research was conducted by the Research Chamber insight team at Aberdeen & Grampian Chamber of Commerce.

The full results of the research study can be read [here](#), and the main findings were as follows:

## 1. There is positive news for the regions as both employers and young people see them as suitable places to work, study and train

We had presumed that there was an all-pervasive sense of hopelessness, so it was good to find that there was positive sentiment about the future in Aberdeen, Aberdeenshire and Moray.

Young people - how suitable is Aberdeen, Aberdeenshire and Moray as a place to find work, study or train?

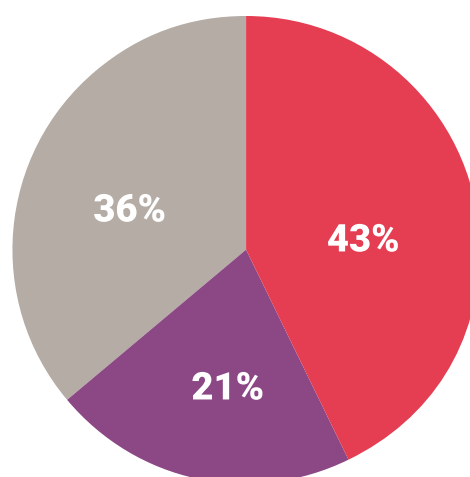


Extremely suitable 13%  
Very suitable 36%  
Somewhat suitable 37%  
Not really suitable 10%  
Not at all 2%  
Not sure 4%

## 2. There is a disparity between young people and employers' perceptions of entering the world of work

As the bridge between employers and education, this was something the DYW teams could address directly. Young people were anxious about entering the workplace and said they lacked confidence. A drive to encourage employers to engage earlier in the education process so the world of work is a less daunting place was behind the choice of subjects on which to run dedicated campaigns.

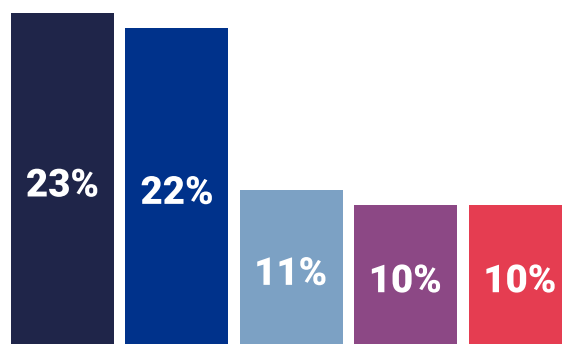
Do you feel you face barriers to entering the world of work?



Yes No Not sure

Barriers faced

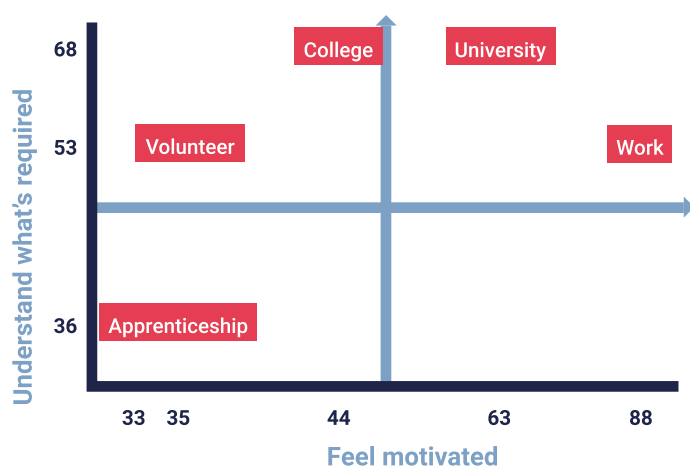
Q: Some people feel that they face barriers when entering the world of work. Do you think that you face any barriers?



Anxiety & confidence issues  
Need for previous experience  
Discrimination on age, gender or race  
Health conditions  
Lack of opportunity

### 3. There is a widespread lack of regional awareness about apprenticeships among young people

The research found that while young people understood the route to enter the workplace or get to university and were motivated to do so, the same could not be said for apprenticeships.



**Note:**  
What's required scale is % who say they understand extremely/very well.  
Motivated scale is % who say they are extremely/very motivated

This fits with DYW's aim of promoting positive destinations to every young person. An opportunity was spotted to address young people's apprehension about a lack of work experience with the opportunities that a Foundation Apprenticeship could offer, to both the apprentice and the employer.

### 4. Some sectors need a PR boost among young people in the region

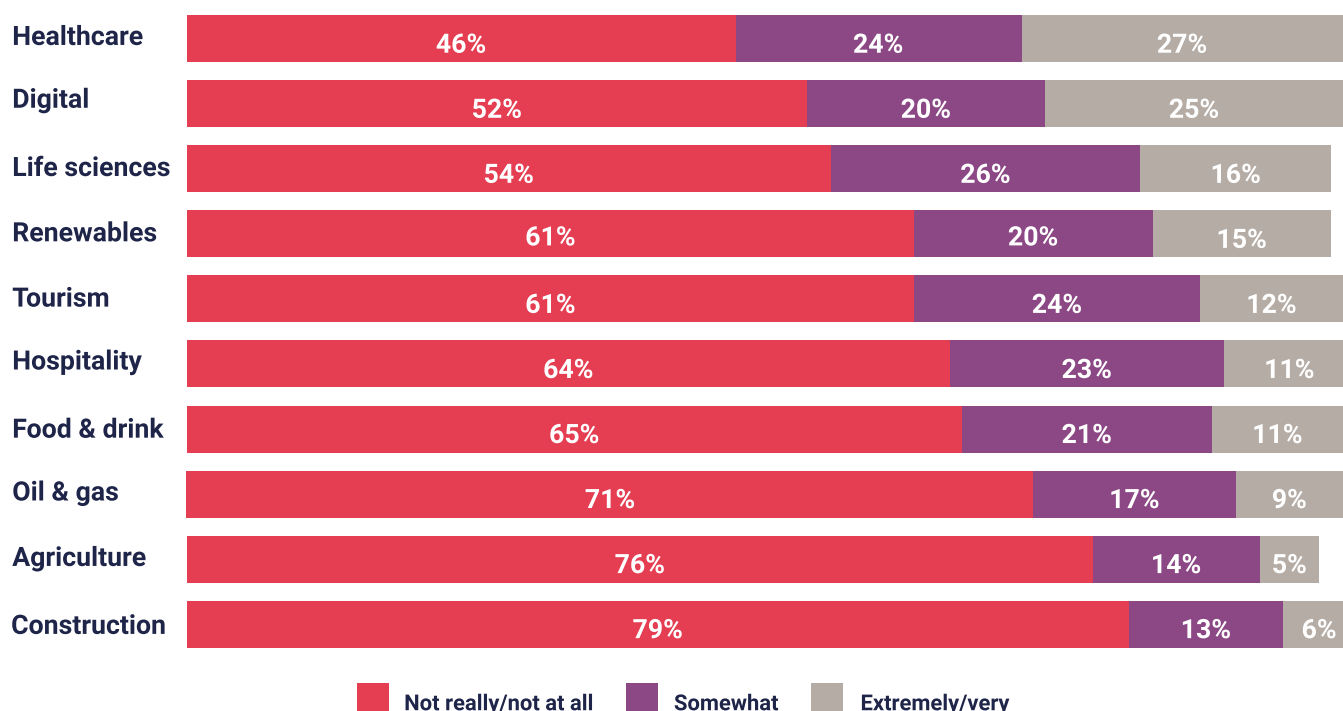
Armed with the data, and knowledge of the key industries in respective regional strategies, resources were created to showcase some of these sectors, as well as engaging with partners and stakeholders in these industries to address some common misconceptions.

The research team then carried out in-depth interviews in the spring of 2022 with 12 employers and 18 young people, asking them about their experiences.

They found that businesses realise that attracting young people is a necessity for them. They also observed that young people's technical skills are often more developed than their life skills – something many young people agreed with.

And young people who weren't following a vocational path told us that they found their route to work less clear, with applying for jobs seen as impersonal and intimidating process.

% Young people interested in sectors, scale extremely interested to not at all interested



# Engaging campaigns

**The findings from the research study were key in driving the three campaigns that we ran between September and March.**

Following an initial audit of online platforms and audiences, these were designed both to inform and change perceptions so we measured increases in awareness and engagement.

**Channels** - the mix of platforms was angled to different audiences, with teachers and parents acknowledged as key influences on young people. The content was pushed out across our websites, social channels, newsletters, the media, partners' channels and through face-to-face meetings.

**Content** - from explainers to testimonials, employer videos and blogs to news articles and case studies, we knew that a mix of great visual content aligned with accurate and engaging information was key.

The aim was not to "reinvent the wheel" so recognisable regional voices - which always spark more interest and engagement - were wrapped around existing excellent national content from organisations such as DYW Scotland and Skills Development Scotland.

## YPG



This six-month campaign ran from August 2021 to February 2022, with specific assets promoting the aims of the [Young Person's Guarantee \(YPG\)](#) to employers in the North-east and Moray, encouraging them to sign up to at least one of the associated requests.

Success was measured by the number of organisations signing up to the Young Person's Guarantee, so all graphics, statistics, video testimonials pointed to the articles on the DYW websites explaining the benefits and how to sign up.

Particularly popular were the posts applauding local businesses who had signed up, featuring a short quote with their own reason as to why they thought it was important to engage with young people. This gave us nearly 50 great examples of using regional assets to promote a national initiative.



"It was important for Gordon & MacPhail to sign up for the Young Person's Guarantee as it helps guide and inform our decisions, so that we can make sure we are providing meaningful opportunities for 16-24 year olds now, and in the future "



"It was important for the Net Zero Technology Centre to sign up for the Young Person's Guarantee because we are focused on supporting 16-24 year olds into jobs, apprenticeships, work experiences, training and fair work, as we work towards a Net Zero future"



"It was important for Aberdeen City Council to sign up for the Young Person's Guarantee because we are committed to connecting young people to opportunities in the world of work and to building a workforce with the right skills and experience with young people at the heart of what we do"



"Signing up to the Young Person's Guarantee is a great way for Visit Moray Speyside to demonstrate our continuing commitment to supporting local young people through providing an insight into tourism and the valuable experience and career opportunities the industry can offer"

Effective school-business partnerships and projects were highlighted to inspire with ideas. These ranged from ongoing strategic partnerships to specific projects, such as pupils taking over a regular business podcast.



A paid social campaign also ran across social channels in March, targeting a business audience with a short explainer video, that then retargeted any interest to another video with regional voices recommending the YPG, on to a direct contact.

Content has also been used at events as a valuable way to bring together the importance

of engaging with the future workforce while promoting the work of DYW (such as the [YPG Employer Presentation](#)).

## Foundation Apprentices

Fittingly, our own Modern Apprentice led on this campaign (hear more from Phillip on page 14).

Initially intended to promote all apprenticeships, the research results instead focused us on raising awareness of Foundation Apprenticeships (FAs) in the Moray and North-east regions.

Its target audience was both employers – to host Foundation Apprentice placements – and young people, to consider the qualification and its benefits.

The six-week campaign ran from January 2022, building up to Scottish Apprenticeship Week on 7-11 March. It used the collateral created for national campaigns, including the hashtag #ApprenticeshipsWork, as well as specific regional content.

Positive statistics aimed at both employers and young people were DYW branded and pushed out across social channels, appropriate to each audience.

For young people, the message was that the FA is a great way of gaining work experience, while also offering reassurance about entering the workplace. It also aimed to change the perception of the apprenticeship family and its equivalent value to other qualifications.

Local Foundation Apprentices were filmed talking about their own experiences, as well as a series of “My FA in 5” case studies, which mixed apprentices’ five written answers with a filmed piece of advice.



Meanwhile, the power of peer-to-peer was harnessed with well-known regional employers talking about the benefits to their business, in print, online, in blogs and to camera.

## Mentoring

Again informed by our research findings, a general “the future is positive” concept was replaced with a much more targeted mentoring campaign.

Young people told us they felt the biggest barriers to them entering the workplace were anxiety and their lack of confidence.

We set out to signpost where young people could look to access the resource as well as encourage mentors to sign up in a 45-day campaign running to the end of March. We gave an overview of the mentoring opportunities in each region, and encouraged businesses and employees to get in touch with DYW to find out about participation

In North East, the focus was on Career Ready and MCR Pathways. This was linked to the ongoing YPG promotion, as mentoring fulfils one of the criteria for being part of the guarantee.

In Moray, there is a local scheme Mentoring Young Talent that runs along with the national Career Ready scheme. The message here was aimed at employers and employees to consider becoming mentors.

Again, we used existing collateral provided by the mentoring organisations, along with regional case studies. MCR Pathways and MYT campaigns were already running campaigns with which we could tie in and amplify the message.

There were region-specific explainers of what existed and how to get involved. Several members of both DYW teams sharing their own stories of being a mentor. There were also videos from Elgin, Buckie and Aberdeen of mentors and mentees sharing their stories.



# Campaign results

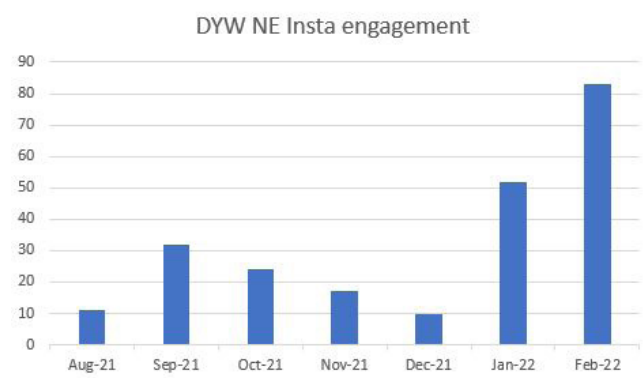
The campaigns were integral to getting DYW's messages across, and supported five of the seven outcomes (see page 16 for full details).

## Overall performance

While the campaigns were ongoing, the impact on both websites' visitor numbers was quite noticeable.

DYW Moray was historically more active on Facebook and Instagram, with DYW North East favouring LinkedIn as a channel to its audience. The collaborative elements of the project saw both organisations learning from each other.

The campaigns galvanised both the reach and engagement on DYW North East's Instagram account.



Meanwhile, the engagement across the more business-focused LinkedIn for Moray showed a steady growth.



"There were dozens of videos created to support the work of DYW, and the campaigns showcased these which resulted in a fantastic boost in YouTube visits of 1,200% for North East and 2,000% for Moray.

The paid social campaign running across social channels in March gave a massive boost to awareness in the region, reaching 65,000 people with over 120,000 impressions.

## The campaigns:

### YPG

- In total, there were more than 2,200 visits to the specific "Why sign up to the YPG", with nearly 400 visits to related articles
- In fact, in the North-east "Why sign up to the YPG?" was most popular landing page in January 2022 and second most popular page in Oct, Nov and Dec 2021.
- Also in January, YPG content had four of the most popular pieces of content driving visitors to the North-east website, including employer blogs and news of NHS Grampian signing up to the guarantee.
- The six-month campaign contributed to 65 employers completing the YPG pro-forma during that period.

### Foundation Apprenticeships



- In total, there were 1,355 clicks on links to campaign content and the videos created featuring apprentices telling their stories were viewed 1,050 times.
- In February, when the campaign kicked off, "what is an FA" was fourth most popular of all pages visited, with an article by coach Sarah Smith and a Balfour Beatty mentoring blog in the top 10 landing pages.

### Mentoring

- There were over 800 views of specific campaign content on mentoring during the campaign, which informed, inspired and encouraged young people and employers to get involved in their regional schemes.

# Proactive PR

The Positive Futures project was also supported by a programme of proactive PR, showcasing the strategic aims of Developing the Young Workforce, as well as featuring the particular campaigns.

The project kicked off with a double page feature in the region's leading newspaper, the Press & Journal.

It sells 42,000 copies daily and reaches 60% of its core area's population. The feature used the project to highlight the overall aims of the organisation.



DYW Moray tied their monthly Northern Scot column into the campaigns, featuring opinion pieces on employers engaging with YPG, the value of apprenticeships, and mentoring.



The Northern Scot is published weekly and has a readership of 18,000 so has been a valuable communication channel in Moray throughout the project.

Specific articles tied into the campaigns included a Scottish Apprenticeship Week feature, with two engineering FAs helping out a textile manufacturer with a 3D printing project. This appeared in both the Press & Journal and the Northern Scot.

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## Moray College apprentices using 3D printing technology to preserve Singer sewing machines at Johnstons of Elgin

By Chris Sanderson - chris.sanderson@nmsmedia.co.uk  
Published: 17:30, 06 March 2020

FYWC apprentice engineers are using modern technology to preserve a unique part of Scotland's manufacturing heritage.



There were also regular updates on the number of YPG sign-ups, as well as notable organisations signing up - the local Chamber of Commerce, Santander in Moray spreading the message across the country, as well as NHS Grampian and the first membership organisation in Scotland to sign up, the hoteliers' association in Aberdeen.



# Leaving a legacy

**An important aim of the project was to leave a lasting legacy for the important work DYW does, both in terms of a collaborative model as well as a bank of multimedia content.**

The Positive Futures project has also established a framework for effective future collaborations between DYW organisations.

The bank of assets showcases positive stories, pathways, and opportunities now and in the future. They fit the direction of industry and the employment landscape, with templates and processes in place for team going forward.

## Social media

An initial audit of both organisations' social channels established who they were speaking to in terms of demographics, and gave a strategic overview of how messaging should be targeted to different audiences.

The project has provided concrete results in how to plan campaigns and measure their success, with templates in place for content planning and graphics, as well as measuring success.

## Case studies and testimonials

As well as online articles for campaigns, the material was turned into case studies and testimonials.

From quotes from local employers about the value of working with young people, to case studies of successful and enduring school-business partnerships, these can be used in future engagement campaigns.



## Videos

There was an emphasis on producing multimedia, particularly short videos for social media, as well as longer informative interviews and compilations. These are aimed at employer engagement, as well as deepening young people's understanding of the workplace and different sectors.

Sector videos showcased positive destination pathways that challenged young people's and key influencers' perceptions about the range of pathways and opportunities available to them, both vocational and educational. These were in line with the key growth sectors including digital, energy, health and life sciences, construction, tourism and food & drink.



## Internal assets

To support the internal team in DYW North East, a library of stock images, brand guidelines, generic social graphics, photography tips and a DYW presentation were produced to support them in their everyday interactions, both in person and online.

The output supported outcomes 1 & 7, and included:



# Supporting apprentices



## Our Modern Apprentice: bridging the gap

**by Phillip Wood,**

*Modern Apprentice working on the Positive Futures project*

**A phrase you will often hear associated with Developing the Young Workforce (DYW) is “bridging the gap”.**

My Modern Apprenticeship in Digital Marketing has done just that, by bridging the gap between Developing the Young Workforce (DYW) Moray and Developing the Young Workforce (DYW) North East.

Over the course of my year-long Modern Apprenticeship, working with two of Scotland’s 21 regional DYW groups – DYW North East and DYW Moray – I have shared the responsibility and worked together with others to deliver a variety of campaigns.

I have worked on a wide range of different tasks and so much more.

As part of the Positive Futures project, I have worked on three key campaigns that revolved

around the Young Person’s Guarantee, Foundation Apprenticeships and mentoring.

Delving deeper, I have been creating content for the social media platforms of DYW North East and DYW Moray, bolstering content on websites and social media, boosting brand awareness, enhancing the appeal and attraction of both organisations, and promoting opportunities for young people, adults and employers.

I have also applied my imagination and creativity to create graphics that have appeared on social media, websites and other channels for each of the campaigns that I have been involved with.

As well as carrying out this practical element of my Modern Apprenticeship, I have been studying in the background and working towards achieving a Diploma in Digital Marketing and this is something that I was very pleased to achieve in March 2022.

I am positive that over the past year my Modern Apprenticeship has increased my skills in all areas, and I am hopeful that it has given me the experience that all employers are looking for, and, will ultimately lead to future success.

# Conclusions

The Positive Futures project has given us a better understanding of how employers and young people view youth employability in Moray and the North East.

We know that we have shown young people how to gain experience and confidence with the Foundation Apprentice and mentoring material and campaigns, and highlighted a variety of pathways.

## **We have:**

- provided an accurate regional snapshot of the differing views of the youth employability landscape from young people and employers
- dug deeper with research interviews to gain a better understanding of the barriers facing young people and employers
- actively promoted career pathways and regional growth sectors
- communicated with young people the way they communicate with each other
- engaged with employers already on board to motivate other employers
- created a bank of multimedia content to support ongoing DYW work

And we have definitely learned important lessons along the way.

1. We expected negative feedback when we asked young people for their thoughts on their future. However they viewed the regions as positive locations, and instead reported issues with anxiety and lack of confidence. As a result, the flexibility with in the project team was key as it allowed us to shift focus and promote relevant and appropriate messaging
2. Similarly, we found the more targeted a campaign was, the more we could demonstrate its effectiveness. A wider apprenticeship awareness campaign was targeted to the benefits of Foundation Apprenticeships in the region
3. Regional content – particularly images and videos – sparks more engagement
4. Connected to this, different regional DYW groups operate differently to reflect their own unique economic landscapes. There were learning points to appreciate and share but often specific approaches and processes were different for valid reasons.

## **The way forward**

**Collaboration:** the collaborative process between two DYW groups was valuable and will continue beyond the Positive Futures project.

The group's regular meetings were open and encouraged learning across the wider environment. In future, collaborations will be widened to include the entirety of both teams. Already, examples of sharing case studies across regional boundaries are starting to happen.

However while the separate regions will work together, they will continue to work very differently, each playing to its own strengths.

**Legacy:** the successful campaigns have provided templates for content, plans and messaging that can be used in future regional campaigns. While the YPG content took some time to roll out, the process for FAs was much slicker with separately branded examples and graphics. The mentoring campaign was short, sharp and to the point.

**Impact on direction:** a key point from the research study is the need to help demystify employment for young people, especially those not following a vocational pathway.

Overall, the Positive Futures project has given us a greater understanding of the barriers facing young people and employers, which can be incorporated into DYW strategy moving forward.

# Appendix: measuring success

**Targets were set across the various activities within the Positive Futures project to allow us to measure success.**

## Research study

The overall measure for this project was:

- We will capture a baseline of young people's and their key influencers perceptions on the range of pathways and opportunities available to them. We will then measure impact and any change after 9 months of activity.
- We will also baseline employers' current knowledge and engagement with DYW and the Young Persons Guarantee. Again, we will then measure impact and any change after 9 months of activity.

The baseline was captured and is recorded in detail in the final research study project.

As the results of the initial survey did not reflect as "hopeless" a situation as we had expected, we saw more value in digging deeper into the perceived barriers that young people felt. We returned to the subjects nine months after the initial study and measured the impact in in-depth interviews.

There were also seven key outcomes identified for the projects, detailed below with how impact was measured.

## Outcome 1

### Multimedia content

By engaging with young people, parents, educators, and employers both regional groups will create a bank of multimedia content which showcases positive stories, pathways, and opportunities now and in the future.

#### Measure

- Number of case studies and videos collected and promoted
- Visitor numbers to the DYW websites where case studies will be hosted
- Video/case study impressions and clicks on social media including YouTube/Vimeo

The targets for case studies and videos were originally set at 25 for each, split as 15 for North East and 10 for Moray.

Over the course of the project 67 videos were created (with a split of NE: 44 MO: 23) and 34 case studies (with a split of NE:15 and MO:19).



We also created 12 campaign-based explainers and 78 quotes and statistic graphics.

The impact on visitors to each organisation's website can be seen in the graphs above.

The target of over 1,000 average monthly visitors for North East was reached (1,035, from previous average of 840), as was Moray's (a target of 3,200 from 3,080 which was passed with 3,300 visitors in March).

We aimed for 250 monthly views on North East's YouTube channel, and 3,000 for Moray. These were reached with 1,200 and 39,000 respectively.

## Outcome 2

### Influencing young people's perception of the apprenticeship family

In collaboration with our key partners in Education and SDS, an engagement programme will be delivered which uses the above resources to reframe the perceptions of the employment landscape for young people and their key influencers. This will include a campaign to change the perception of the value of the Apprenticeship Family and its equivalence value to other qualifications.

#### Measure

- The number of employers, sector and size involved
- Employers involved (target NE 60; MO 30)
- The number of pupils involved, which local authority they are from and where appropriate their school
- YP in promotional events (NE 1,500; MO 750)
- The number of parents, carers and teachers involved
- Parents in promotional events (NE 1,000; MO 500)
- The number of partners involved
- Teachers (NE 500; MO 250)

The ongoing nature of the Covid pandemic - and the understandable sensitivity of schools over event attendance - meant that we were unable to hold the in-person events that had been imagined.

However, there were still 56 employers across the North East and Moray involved in apprenticeship family engagements. Our activities also reached just under 14,500 young people across the regions (8,380 in the North East, 6,110 in Moray), as well as 371 parents and carers (121:250) and 184 teachers (98:86).

## Outcome 3

### YPG

There is an increase in the number of employers signed up to one or more of the five asks within the Young Person's Guarantee including creating job opportunities, apprenticeships for young people, through the support of both regional groups. The number of employers,

sector and size involved, and which asks they have signed up too.

### Measure

- Number of employers that have completed YPG pro-forma
- Number of employers offering work inspiration activities
- Number of employers delivering work inspiration activities facilitated by DYW

The YPG campaign underpinned so much of the Positive Futures activity, and was a main focus for us. During the campaign, 65 employers signed up to the Young Person's Guarantee, 30 from North East and 35 from Moray. They came from a wide range of sectors, covering 13 sectors in the North East and 11 in Moray.

There were 333 employers offering work inspiration activities during the period, 268 of them facilitated by DYW.

## Outcome 4

### Employer engagement with apprenticeship family

Through a more targeted approach, there will be a wider variety of employers supporting Foundation Apprenticeships, Modern Apprenticeships and Graduate Apprenticeships in our regions.

### Measure

- The number of employer referrals, sector, and size of employer
- Number of employers supporting in FA, MA and GA
- Number of employers referred to SDS and apprenticeship providers
- The number of employers participating in events and activity to promote the Apprenticeship family
- Number of employers involved in promotional events, promotional activities and materials

Skills Development Scotland publishes its information on the number of employers engaging with the apprenticeship family in August each year. The impact will be measured when these figures are published.

There were 91 employers referred to Skills Development Scotland by the respective DYW organisations during the period, with 22 employers from North East and 69 from Moray.

And across the region, 123 employers engaged in promotional events and activities, split between 72 in the North East and 51 in Moray.

## Outcome 5

### Positive destinations

There is an increased understanding of the pathways and individual routes into the positive destinations

within the Young Person's Guarantee: college and university, an apprenticeship, employment/work experience, a formal volunteering programme or training.

### Measure

- Participation Measures
- Number of young people attending college and university
- Number of apprenticeships
- Number of young people going into employment/work experience
- Number of young people volunteering

Number of young people in training

The Scottish Government publishes its information on the follow-up destinations of school leavers in June each year. The impact will be measured when these figures are published.

## Outcome 6

### Employing a Modern Apprentice

Leading by example by collectively investing in a Modern Apprentice to support both teams.

See page 14 for what the Positive Futures Modern Apprentice got from his experience on the Positive Futures project.

## Outcome 7

### A collaborative DYW model

A sustainable collaborative DYW model is designed and proposed that creates the foundation for the implementation of the DYW Futures recommendations in our regions.

**Result:** The group's regular meetings were open and encouraged learning across the wider environment. In future, collaborations will be widened to include the entirety of both teams. Already, examples of sharing case studies across regional boundaries are starting to happen.

However while the separate regions will work together, they will continue to work very differently, each playing to its own strengths.

## Acknowledgements

There are many individuals, partners and stakeholders that contributed to the success of the Positive Futures project.

Led by the DYW managers, Sarah Barnes, Margo Milne and Mary Holland, the project team comprised communications lead Joanna Fraser of Hoolet, project administrator Joanne Forbes and Modern Apprentice Phillip Wood.

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