



Annual Report 2015 - 2016

**Sinclair Houston
Service Manager
Gateway Shared Services
223 Castlemilk Drive
Glasgow
G45 9JY**

Tel: 0141 270 6110 / 6112

Fax: 0141 270 6122

Email: sinclair.houston@ceg.org.uk

CONTENTS

MANAGER'S STATEMENT	2
OUR BUSINESS	4
<i>Focus.....</i>	<i>4</i>
<i>Key Functions.....</i>	<i>4</i>
<i>Business Strategy</i>	<i>5</i>
<i>Business Objectives</i>	<i>5</i>
<i>Business Targets 2015 – 2016.....</i>	<i>6</i>
<i>2015-16 Highlights</i>	<i>9</i>
OUR MANAGEMENT	14
<i>Board of Management</i>	<i>14</i>
<i>Human Resources.....</i>	<i>15</i>
<i>Quality and Marketing</i>	<i>15</i>
<i>Working Environment.....</i>	<i>16</i>
<i>Equal Opportunities.....</i>	<i>16</i>
<i>Risk Management</i>	<i>16</i>
<i>Corporate Governance</i>	<i>16</i>

Manager's Statement

Overview

The year ending 31 March 2016 saw us make considerable progress. All our teams have been involved in improving and extending our services. A number of key areas were developed which included a complete redesign of our leading careers information site Planit along with adaptations to WorkIT to meet the requirements of the new Education Scotland Work Placement Standard.

Our ICT Network, hosted and managed by Access, was moved to the Education Glasgow Schools Network (GSN) in June 2015. Our Office Applications, Email and SharePoint drives were migrated across to Microsoft's Office 365 cloud based service. This provides a flexible way for our staff to access documents and through use of SharePoint provides a user friendly method to manage content.

The Web Development Team continued to improve core web services and launched a new mobile friendly version of Planit. This included an update of content and a redesign of all sections including the National Qualifications section. In WorkIT a range of new options are planned including Recording and Reporting Employer Support to schools, surveys for pupils to assess quality of placement and standardisation of Health and Safety procedures

Our Work Experience Management Service underpins the delivery of the schools' work experience programme across eight local authorities. WorkIT, our online work experience placement management system, was used to place over 26,000 pupils throughout Scotland. The continued growth of this service reflects the high quality of delivery and positive experience of users.

The Information team have been very involved with the redesign and population of the new Planit and with refining the new content management system. The site has been designed with more visual content but retains its ease of use.

Results from a recent Planit survey were very encouraging. We were pleased to see that 87% of respondents found it either very easy or fairly easy to find what they were looking for. It was always our aim to make the navigation and menus intuitive and user friendly. It was also encouraging to see that 74% of respondents were extremely or very likely to recommend the Planit website to someone they know. In terms of content, 89% of respondents found it very easy or fairly easy to understand the information on Planit, which shows that our aim to write content in a way that is suitable for our target audiences is working. As well as continuing to develop PlanIT the team are turning their attention to an update to our Modern Apprenticeship site MappIT.

We continue to work closely with our partner authorities to produce bespoke applications and an example of this is our Management Information Service for Glasgow and Renfrewshire to process entertainment licence applications from

pupils attending their schools. This provides parents, carers, schools and entertainment organisations with an online solution which should speed up the procedure and provide councils with an efficient way of tracking and managing applications.

Our services and customers were affected by the Glasgow City Council network outage in December. This was an extraordinary incident and ACCESS (our Network management company) has completed an investigation and is establishing procedures to minimise the risk of this happening again.

After last year's review and restructure of our software team we had no vacancies this year. The Gateway Business Plan continued to provide teams with a clear range of targets which form the basis of a quarterly progress report presented to the Board. This makes it clear how we are performing in relation to the services we provide.

Through economies of scale and collaboration we continue to offer members an increasing range of core services. Gateway remains an excellent example of Local Authorities working together. I remain optimistic that the range and quality of our provision, provided at competitive costs combined with our skilful staff will allow us to continue to serve our Consortium partners and key customers well.

I am grateful to the Gateway staff for their hard work and professionalism and I would also thank the Board members and the senior officers in GCC Education Services for the support, encouragement and direction that they provided during the year.

Sinclair Houston
Service Manager

Our Business

Focus

As agreed by the Management Board, Gateway continued to focus on providing high quality career resources in various formats and new web-based management tools to support initiatives like Curriculum for Excellence and Developing Scotland's Young Workforce (DYW).

Some examples of this are:

- In Planit the newly designed National Qualifications section is proving very useful for schools' during their options choice time. The new design and structure makes it easy for pupils, teachers and parents to explore information on NQ subjects, courses and possible further study, training or employment.
- In WorkIT a range of areas for development were identified including, Recording and Reporting Employer Support, surveys for pupils to assess quality of placement and standardisation of Health and Safety procedures.
- In CPD Manager we developed a Learning Needs Analysis questionnaire for teaching staff which provided HQ staff with useful information about current CPD activity and future requirements.

Gateway has continued to generate income from a variety of other sources. We licence our software and deliver our services to non-members.

Key Functions

The key functions agreed in the Business & Development Plan are:

- *To collect and collate current, comprehensive information relating to the labour market, careers and learning in all its forms.*
- *To facilitate access to lifelong learning through publications, databases, on-line and personal guidance.*
- *To develop and promote the use of Information Communications Technology to underpin the delivery of mainstream education services by our partners.*
- *To work closely with all of our partners to develop and deliver a coherent, comprehensive, cost-effective, strategic approach to lifelong learning and social inclusion, which is inclusive, client-centred, and impartial.*

Business Strategy

Our business strategy, as agreed by the Board featured the following strands:

1. Focus on the needs of our core partners, in order to provide them with the best resources available in our field, and to maintain their status as market leaders in the field of computer-based career resources.
2. Identify new unmet needs with our core partners in areas of our expertise. Develop products and services and incorporate them into our core provision where appropriate and affordable.
3. Licence access to, or to sell, our core products and services to other customers in the public sector to recoup some of our operating costs and to keep the costs for our core partners to a minimum.
4. Respond to requests to provide non-core products and services to our core partners as discrete income-generating provision, on a cost recovery basis.
5. Provide non-core services within our areas of expertise to other customers in the public sector on a full cost plus basis.
6. Provide the highest quality public services on behalf of our core partners and customers without generating a deficit.
7. Retain any further surpluses as a contingency fund.

Business Objectives

1. Retain existing business
2. Increase annual income
3. Build reserve funds

Objective 1

In order to retain the existing core business, Gateway will concentrate on fulfilling three key aims:

- Provide excellent value for money to existing partners
- Improve an already good service and keep pace with the changing expectations of users.
- Retain staff and build in-house expertise with development of existing products and services

Business Targets 2015 – 2016

The majority of Gateway's business targets were met or exceeded. There was an increase in the uptake of our services from within the Consortium. One bespoke development was also successfully completed.

Target Activity	Outcome	Target Status
Planit	24 Councils use Planit.	
<i>Sell Planit content to other organisations</i>	SDS purchased Gateway's Occupational Database, Scottish FE course data and bought 415 copies of Careers in Scotland.	Target Met
<i>Complete the redesign of Planit and make it live.</i>	A new mobile friendly version of Planit was launched in June 2015.	Target Met
<i>Aim for one council, each year, to renew their licence</i>	Perth and Kinross renewed their licence.	Target Met
<i>Create a Planit Twitter account. Target of 250 followers in year one.</i>	Twitter Account created with 150 followers.	60% Target Me
<i>Market the new version of Planit.</i>	Every school, college and university career department was contacted with updates. Twitter was also used to promote it.	Target Met
	Additional marketing activities are planned for 2016-17.	Target Ongoing
<i>Add a range of videos</i>	Videos profiles have been added to most of the college and university profile pages.	Target Met
<i>Redevelop National Qualification database within Planit.</i>	NQ section developed (National 2 – Advanced Higher) includes outline of what is studied and career pathways and Nationals in a Nutshell leaflets aimed at parents.	Target Met
<i>Monitor effectiveness of site using surveys/web analytics.</i>	Survey completed with very positive results: <ul style="list-style-type: none"> • 87% found it easy to find what they were looking for. • 89% found it easy to understand the information on the site. • 74% of respondents were extremely or very likely to recommend the site. 	Target Met
<i>Increase visitor numbers by 3% per year</i>	Visitor numbers down by 9% due to network outage (Dec 2015)	
<i>Develop a Modern Apprenticeship (MA) section in Planit.</i>	New version of MappIT started and MA vacancies will be advertised in both MappIT and Planit.	Target Ongoing

Target Activity	Outcome	Target Status
<i>Develop lessons and support material for use in school.</i>	Planit Guide and subject choice exercises have been developed and further lessons associated with job seeking skills utilising Planit are planned.	Target Ongoing
WorkIT	22 Councils use WorkIT and 9 councils are using Gateway's Work Placement Management Services (Admin and H&S support)	
<i>Arrange user Group meeting to discuss development of WorkIT</i>	Meeting took place Nov 2015. A range of WorkIT development areas were discussed and agreed:	Target Met
<i>Develop WorkIT to meet the requirements of the Work Placement Standard promoted by the Developing the Young Workforce initiative.</i>	<p>Record and report employer DYW Support</p> <p>Authority View – Option to record DYW employer support (reports will be available)</p> <p>Quality Assurance Develop surveys for pupils - pre and post placement.</p> <p>School Coordinator View Record the support offered, the range of activities and those who took part.</p>	Target Met
<i>Develop a Mobile Friendly version of WorkIT for pupils.</i>	<p>Mobile Friendly Access We are developing mobile friendly public pages and the pupil area of WorkIT.</p>	Target Ongoing
<i>Work Placement Units - Work in partnership with SQA to develop online versions.</i>	SQA have provisionally agreed to this. New units along with the support material to be launched on 1 August 2016. Access to material restricted to post 2016 launch	Target Ongoing
Ensure that councils using WorkIT are aware of the full range of options. Promote links to WorkIT in relevant sections of council websites.	Development of support material - interactive Quick Tips have been developed in the school coordinators section and also in the admin area. A similar version for Health and Safety is planned.	Target Ongoing
Contact the remaining eight councils who do not have a licence for WorkIT. Confirm they are aware of its full functionality.	Outline new developments to these councils and outline current functionality – Angus, Fife, Highland and Dundee have all been contacted and Aberdeen City has requested a quote.	Target Ongoing

Target Activity	Outcome	Target Status
CPD Manager <i>Develop a Learning and Needs Analysis Questionnaire</i>	<p>Developed – Learning and Needs Analysis questionnaire for teaching staff - for West Dunbartonshire. It provides HQ staff with feedback on staffs’ Personal development activity and their requirements and plans for the forthcoming session.</p> <p>14 versions of CPD Manager in use.</p> <p>8 Authorities are using CPD Manager for Professional Update Sign Off: East Renfrewshire, Falkirk, Glasgow, Highland, Inverclyde, Moray, North Lanarkshire and West Dunbartonshire.</p>	Target Met
Gateway Engage <i>Develop functionality of Content Management System – Rich Text Box and new template.</i>	<p>New version of Rich Text Box and new template incorporating twitter and new layout of news on the front page. This is helpful to schools in providing them with a range of ways to communicate and update pupils and their parents.</p>	Target Met
Bespoke Web Development <i>Develop one new bespoke web development service.</i>	<p>Glasgow Guarantee site (formerly Commonwealth Apprenticeship Initiative) was given a new look and feel as part of rebrand. New design is responsive to work on tablets and smartphones.</p>	Target Met
Publications <i>Increase sales by 10%</i>	<p>Increase of £3500 in income from publication sales - a 23% increase.</p>	Target Exceeded

2015-16 Highlights

General

Gateway is committed to sustaining the highest level of service delivery through our quality management and continual improvement processes.

Through the delivery of our core services and products, we aim to provide the highest quality support to local authority education services in their delivery of careers education, information, advice and guidance. Gateway's achievements during the year were:

Information Team

PlanIT

- Successful annual update of the job profile database - over 700 job profiles updated and of the FE and HE course database - providing detailed information on around 12,000 courses.
- Launched the new version of Planit in June 2015. This has been very successful – receiving very positive feedback from a survey completed early 2016.
- In January 2016 phase 2 of new Planit was launched with the addition of a new SQA Nationals section, Nationals A-Z and Subject Career List.
- CareerMatch/CourseMatch re-designed and improved
- EasyCV improvements made, including new templates
- My Profile self-assessments redesigned
- Options S3 ,multimedia resources reviewed and updated
- The career leaflets Going to College and Going to University were rewritten.
- Phase 3, the Modern Apprenticeships section, is currently under development and the launch is planned for late 2016
- We have steadily built up the number of 'followers' on the Planit Twitter account.
- The college and university pages have been updated and now contain video clips.
- Work is ongoing to source video clips for job profiles.

Publications/Partner Schools

All partner schools were supplied with:

- **Career Guides**

Careers in Scotland (5) Further Education in Scotland (5)
Job Seeking Skills (5) Higher Education in Scotland (5)

- **Career Information Leaflets**

Making subject choices for S4 (200) Choices after 16 (200)
Going to College (100) Going to University (100)

MappIT

We continued to work with the providers currently advertising vacancies on Mappit, our Modern Apprenticeship website. There has been an increase in employers using Mappit to advertise their Modern Apprenticeships, with some of them using it on a regular basis. Work is well under way in the development of the new version of Mappit with a launch planned for the end of 2016.

UCAS

Six UCAS Apply training sessions were delivered to Scottish school and college staff with very positive evaluations. 59 staff attended.

Skills Development Scotland

We provided Skills Development Scotland with our job profile database and Scottish FE course data (6,079 courses) for use in their web service My World of Work. We also supplied their career advisers with over 400 copies of our publication Careers in Scotland.

Web Development Team

Planit

- The new version of Planit was launched in June 2015 which has a modern responsive design to work on tablets and smartphones.
- Nationals section was developed and launched in January 2016.
- Videos were added to college and university profiles in March 2016.

CPD - 499,000+ Visitors

- Changes and additions relating to GTCS Professional Update including PRD Evaluation.
- Learning and Needs Analysis questionnaire added for West Dunbartonshire.
- Mandatory and Refresher Courses added for Renfrewshire Social Work - provides a report on staff who require a refresher or a full course for mandatory training.

WorkIT-162,887 Visitors

- Flexible availability added to allow placements to be visible to specific schools.
- Added an option for Health and Safety officers to find similar opportunities in other authorities which could reduce the number of Health and Safety visits.
- New reports added including Flexible Placements and Self-Found only which benefit schools and pupils find suitable opportunities.

Gateway Engage

- A new template was created and here is an example:
www.castlemilkhigh.glasgow.sch.uk
- Option to display Google Translate in footer of the new template.
- Template added to textbox to allow schools to easily add a UCAS widget to their site.

Rich Textbox

- The rich textbox used in our applications, like Gateway Engage, was upgraded and is fully compatible with all modern browsers.
- It is very user friendly and includes some new options.

Reporting Tool

- The reporting tool used in our applications, e.g. CPD & WorkIT, was replaced with a new version. It is fully compatible with all modern browsers and is very user friendly.

Mappit (Modern Apprenticeship)

- Work on new version of Mappit was started which will have a similar design to Planit.
- Apprenticeship vacancies will be listed in Mappit and also embedded within Planit.

Glasgow Guarantee (formerly Commonwealth Apprenticeship Initiative)

- Site given a new look and feel as part of rebrand.
- New design is responsive to work on tablets and smartphones.
- Changes made to registration process consisting of 2 streams rather than 4.

Go Safe Scotland - 4,584 visitors

- New responsive design implemented.
- Teacher area created where they can save favourite activities.

General

There has also been many minor changes made to a wide range of our products in the last 12 months.

Work Experience Team

Email Canvassing

We have switched to canvassing employers by email which enable us to track returns/non returns more efficiently. It also provides us with greater flexibility to carry out ad hoc mini canvasses and mailings to employers when required.

Provider Records Merge/Employer View

We plan to open up the employer view on WorkIT so that providers can log onto the system and see their own information. The area will also allow them to view and download documentation. Providers require a login to the system and in order to set this up we are carrying out a merge of all duplicate provider records held in WorkIT for all local authorities (around 10,500 duplicate records).

Local Authorities

We are now providing a full admin and Health and Safety service to East Dunbartonshire Council and part admin & full H&S service to West Lothian Council, totalling 10 local authorities managed by Gateway staff.

JET (Jobs, Education & Training)

We have now taken on the H&S checking and most of the admin for JET and JET plus in Edinburgh.

Health & Safety View

- An alert notes section has been developed within WorkIT - Health and Safety staff can alert the admin staff to urgent matters without the need for emails and phone calls.
- Expiry date for LA placements – low risk local authority placements now set to a 10 year alert for re-check.

Self-found only report

We are now able to record employers who do not wish to be advertised on WorkIT but are happy to be approached directly by schools/pupils. This provides schools and their pupils with an additional source for placements.

Work Experience Statistics

23 councils used WorkIT between April 2015 and March 2016

No of companies offering placement:	12,394
Places Offered:	32,748
Places Booked:	21,229
Self-found - Places Booked:	4,712
Database Places Booked:	16,517
Flexible Places	4,118

Ratio of places booked - 71% database placements and 29 % self-found placements.

Our Management

Board of Management

We are grateful for the strategic direction Gateway's Management Board continued to offer, enabling us to meet the needs of our partners and customers. The Board comprises a representative from each of the eleven local authority consortium partners and the general manager.

The Board met on 2 occasions during the course of the year. All meetings were in quorum, and all decisions agreed unanimously.

Attendance was as follows:

Partner	Attendance	Partner	Attendance
Argyll & Bute	0	East Ayrshire	2
East Dunbartonshire	1	East Renfrewshire	2
Glasgow City	2	Inverclyde	2
North Ayrshire	2	North Lanarkshire	1
Renfrewshire	2	South Lanarkshire	2
West Dunbartonshire	1	Service Manager	2

Additions to the Board

Jan Pollok	East Dunbartonshire
Linda Clinton	East Renfrewshire
Raymond Kane	Renfrewshire
Christine Creaney	South Lanarkshire
Matthew Boyle	West Dunbartonshire

Human Resources

Gateway benefits greatly from a skilled and enthusiastic workforce with an impressive range of skills covering guidance, ICT, programming, research and editorial, training, administration and management.

The overall absence rate during 2015-2016 was 2.87% an increase of 1.56% to the previous year.

Quality and Marketing

- Successful retention of ISO 9001: 2008 Quality Standard (Oct 2015)
- Completed several online surveys of our products and services including a Planit post-redesign survey, Equip for Excellence and MerIT school users survey
- Career Resources information leaflet and order form issued to potential customers including all secondary schools not in our partnership area, libraries and previous buyers.
- New mailing list developed for all pastoral care staff in secondary schools in Scotland
- Publication sales increased as a result of regular e-shots to potential customers
- New Annual Marketing Report produced
- Student Finance: A Guide to Higher Education in Scotland produced in partnership with the Centre for Research in Education, Inclusion and Diversity (CREID) and distributed to secondary schools, colleges and widening access centres throughout Scotland.
- Several Planit Focus and Usability Groups conducted with senior phase pupils
- New Marketing Strategy, Plan and Objectives developed for the period (2015 – 2018), annual marketing objectives identified and used to drive Marketing Group activities
- New Marketing Return on Investment (ROI) and Training Needs ROI spreadsheets developed
- Learning and Development Strategy updated.
- Quality Policy updated.

Working Environment

Gateway's accommodation complies with the requirements of environmental legislation and the Glasgow City Council codes of practice, as well as the quality measures to which we subscribe.

There were no accidents on Gateway's premises during this period.

Equal Opportunities

In line with its partners', Gateway is committed to a policy of equal opportunities for all employees, workers and applicants and adhered to this policy at all times, review our working practices on an on-going basis to avoid unlawful or undesirable discrimination. Gateway treated everyone equally irrespective of sex, sexual orientation, marital status, age, disability, race, colour, ethnic or national origin, religion, political beliefs or membership or non-membership of a Trade Union and all staff met their obligations to respect and act in accordance with the policy.

When recruiting, Gateway ensured that each candidate was assessed only in accordance with the candidate's merits, qualification and ability to perform the relevant duties required by the particular vacancy, adopting all aspects of Glasgow City Council's recruitment policies.

Risk Management

Gateway complies with Glasgow City Council's policies for risk management, and maintains a Risk Register and Business Continuity Plan, which is reviewed by the Board quarterly.

Corporate Governance

Gateway adheres to the corporate governance model agreed with Glasgow City Council Internal Audit section, which empowers board members to hold the management accountable for their actions.