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Scottish HE Employability Forum

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Q QAA Scotland

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THIRD SECTOR INTERNSHIPS SCOTLAND

Scottish Higher Education Employability Forum (SHEEF)

End of Year Report 2012-13

Contents

Introduction

1.1 Background

The Scottish Higher Education Employability Forum (SHEEF) was created in 2010-11 to provide leadership, support and policy advice for the development of employability, employer engagement, and entrepreneurship across the Scottish HE sector. It forms an important part of the Scottish Funding Council's Learning to Work 2 initiative and follows an earlier, successful four year initiative to embed Employability in all Scottish HEIs; Learning to Work (2007-10). SHEEF is a strategic partnership led by the Higher Education Academy (HEA) and involving: the Scottish Funding Council (SFC); Universities Scotland (US); the Quality Assurance Agency (QAA) Scotland; the National Union of Students (NUS) Scotland; the Scottish Institute for Enterprise (SIE); and the Associate of Graduate Careers Advisory Service Scotland (AGCAS). SFC provided the HEA on behalf of the partnership with £145,000 over three years to support the running of SHEEF.

1.2 SHEEF Strategic Plan, 2011-14

SHEEF's strategic plan for 2011-14 is provided separately and further information about SHEEF's work and resources are available at http://www.heacademy.ac.uk/sheef. The plan may be summarised as:

Mission: *To provide strategic leadership for the employability agenda to the Scottish HE sector.*

Vision: *To become the authoritative representative voice on employability issues in HE in Scotland, influencing future educational practice and government policy.*

Strategic Objectives:
1. Leadership & Influence
2. HE Strategy & Change
3. Brokerage & Information Exchange
4. Research & Innovation
5. Evaluation & Accountability

1.3 Aims of SHEEF

The aims of SHEEF are as follows:

- Foster and support institutional collaboration to develop and share good practice across the sector
- Promote effective dialogue at a strategic level with student and employer bodies
- To provide an open forum to support and facilitate sharing of work-in-progress between the Learning to Work Two Horizon funded projects.

What is meant by the employability agenda? For LTW, the SFC defines employability as:

"a combination of knowledge, skills and attributes (attitudes and values) which result in capable people who will be effective in their chosen occupation - as employees, employers and entrepreneurs".

SHEEF's role is to initiate, develop and support a wide range of employability-related activities in order to provide assistance, advice and guidance to the Scottish HE sector:

- To create a shared understanding of the issues, and provide a platform for debate and change
- Develop sector employability intelligence to inform and influence policy
- Facilitate co-operation and partnerships, and provide information
- Commission, undertake, house and disseminate knowledge on employability

This report has been prepared for the Scottish Funding Council (SFC), to provide an evaluation of work undertaken by the Scottish Higher Education Employability Forum (SHEEF) in 2012-13 as part of the SFC's Learning to Work Two (LTW2) strategic funding initiative to develop and embed employability initiatives across the Scottish Higher Education sector. This report and supporting documentation provides the end of year review of the Scottish Higher Education Employability Forum's (SHEEF) programme of work for year 2012-2013.

This report describes and evaluates:

- SHEEF's outputs and impacts during 2012-13
- SHEEF's management group and administration arrangements
- Outcomes from SHEEF's 2011-12 programme of work and financial summary
- Sustainability for SHEEF partnerships post SFC LTW2 funding
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2.0 Review of SHEEF 2012-13

SHEEF initiates, develops and supports a wide range of employability-related activities in order to provide assistance, advice and guidance to the Scottish HE sector:

- supporting Scottish HEIs' employability strategies and collaborative LTW2-funded HE student work placement projects
- facilitating sector workshops and events
- disseminating information, resources and case studies
- developing sector employability intelligence to inform and influence policy

2.1 Strategic and Operational Impacts:

- SHEEF has worked with key partners to provide co-ordination of the SHEEF operational activities delivering a range of employability-related activities to provide assistance and guidance to the Scottish HE sector.
- Collaborative Working through stakeholder engagement has been the strength of the partnership activity for 2012/13. SHEEF has worked across Scotland's HEIs and related agencies to strengthen relationships and achieve win-win outcomes, influencing practitioners and policy development.

An example of influencing in practice has been achieved by sector input to discussions at collaborative events to inform partner (SFC, HEA, US, QAA) strategy and policy.

- The SHEEF Website: www.heacademy.ac.uk/sheef has continued to be developed throughout the year providing valuable signposting to new publications, research and events that have taken place throughout 2012/13, and acting as a repository for SHEEF commissioned case studies and reports.

- Online Community of Practice – JISC and LinkedIn. Establishing a social media group through LinkedIn has enabled targeted communication around employability to key individuals and stakeholder groups across Scotland. With increased levels of stakeholder engagement, there has been a commensurate output of commissioned reporting including the development of case studies around best practice. The use of LinkedIn to promote and signpost resources had meant that the case studies and other resources are widely circulated to the sector.

- SHEEF has consolidated its relationship with HEA and working with the HEA Employability Theme to scope work around UK-wide activity and a focus on Scottish initiatives.

- New Partnerships: During 2012/13 SHEEF has worked closely with the newly established National Centre for Universities and Business (NCUB) adding value as it aims to establish joint working throughout UK and build repositories of good practice.

2.2 Review of SHEEF management and administration

The SHEEF management group comprises of key stakeholders engaged in supporting the HE sector in the areas of Employability, Enterprise and Employer Engagement (Appendix 1).

The SHEEF Management Group met three times in 2012-2013 to review and steer SHEEF's programme of work (Appendix 2).

There were further staffing changes during the session 2012-2013, with Rosemary Allford taking over the role of Academic Development Officer for SHEEF. Dr Janet de Wilde was appointed to role Assistant Director (Scotland) for the Higher Education Academy, continuing the work and strategic direction from Dr Alastair Robertson.

2.3 2012-13 Programme of Work

This section outlines SHEEF's activity for 2012-13 (Appendix 2) addressing the following key priorities and objectives:

- Raise the profile of SHEEF across HE sector.
- Increase the effectiveness of partnership collaboration and stakeholder engagement.
- Increase employability knowledge and information exchange across sector.
- Lead debate on employability themes, policies and practices in Scotland and formulate sector priorities and actions.
- Support discipline-specific employability initiatives in Scotland.
- Produce and disseminate SHEEF publicity and resources.
- Implement the SHEEF 2012-13 operational plan.

Raising the profile of SHEEF across HE sector

In 2012-13, SHEEF aimed to develop and implement an effective, targeted SHEEF communications strategy which promotes:

- sector-wide knowledge of SHEEF
- multi-stakeholder engagement and collaboration
- academic engagement through a critical forum for constructive debate and dialogue
- more formalised lines of communication with Scottish HEIs

During 2012-13, SHEEF continued to disseminate success stories around employability, good practice and inform the sector of current issues through:

- SHEEF website -Conference Papers and Case Studies to support SHEEF website as an employability resource repository www.heacademy.ac.uk/sheef
- SHEEF continued to enhance and grow a Community of Practice through JISCmail
- Established a LinkedIn Group for SHEEF (180+ followers from key institutions) which operates an effective network for communicating shared practice and understanding.

Increase the effectiveness of partnership collaboration and stakeholder engagement.

SHEEF has maintained and increased its formal representation on strategic stakeholder boards, bodies, working groups, including the:

- QAA Scottish Higher Education Enhancement Committee (SHEEC) which is responsible for the implementation and review of QAA Enhancement Themes across the Scottish HE sector.
- Scottish Parliament's Cross Party Group (CPG) on Skills which includes MSPs, employer representative groups, members from the college and university sectors, and student groups.
- Project Board Member of Making Most of Masters LTW2 placement project.
- Universities Scotland Learning and Teaching Committee.
- Universities Scotland International Committee.

In addition to these formal representative roles and offices, SHEEF has also been represented at other strategic groups and stakeholder meetings and events throughout 2012-13:

- SHEEF ADO contribution to HEA Employability Conference: Defining and developing your approach to employability (October 2013)
- SHEEF contribution to HEA Scotland Pride and Professionalism Showcase: 'Scotshow' (October 2013)
- SHEEF ADO presentation at ASET Conference (September 2013)
- SHEEF ADO presentation of paper at HEA Annual conference (July 2013)

- SHEEF Chair presentation at the 3rd QS-MAPLE conference and exhibition, Global Challenges and Opportunities in Higher Education (May 2013)
- SHEEF Chair presentation at the Bologna Seminar on "Employability and Professional Integration" in CIEP at Sèvres (Paris), The French Bologna Experts and the French Agency " Europe, Education Formation France (May 2013)
- SHEEF Chair Keynote Speaker at SHEEF *Learning in the Workplace: Initiatives through Learning to Work 2, Placements and Internships* (May 2013)
- SHEEF contribution to HEA Scotland Learning and Teaching Summit: Realising 'Putting Learners at the Centre' (April 2013)
- SHEEF Chair delegate at Scotland's Future Forum hosted at the Scottish Parliament (February 2013)
- SHEEF Chair presentation at the Holyrood Scottish Higher Education Conference (November 2012)

Increase employability knowledge and information exchange across sector.

Continued activities for SHEEF have included:

- Case Studies submitted from UHI IAM Project (SHEEF/HEA funded Consultancy)
- Case Studies/Interim Progress Reviews submitted from the LTW2 projects
- SHEEF website as a Repository for Employability Reports
- Literature Review commissioned and presented at QAA wbl forum (March 2013)
- Literature Review LTW2 presented at Learning in the Workplace event (May 2013)
- Paper titled 'What are universities for: beyond the employability debate'. Under review by the Leadership Foundation.

Lead debate on employability themes, policies and practices in Scotland and formulate sector priorities and actions.

One key output for SHEEF was to host a number of collaborative events. These collaborative activities were planned and implemented instead of the 3 summit activities outlined in the SHEEF activity review 2011-12, as it was thought that the impact and level of engagement would be enhanced through partnership events.

1. The SHEEF Partnership and Abertay University co-hosted a 1 day event on 24 May 2013 for individuals engaged with the employability and enterprise agenda - *Learning in the Workplace: Initiatives through Learning to Work 2, Placements and Internships*. This collaborative event included a panel discussion around LTW2 placement projects and sustainability. Key speakers included Paul McKelvie (Chair of the SFC-SDS joint Skills Committee and Scotland Commissioner to the UK Commission for Employment and Skills) and Joe Marshall (National Centre for Universities and Business).
   Full details of the event, speaker presentations and associated papers may be accessed through the SHEEF website at
   http://www.heacademy.ac.uk/sheef/events/learning-in-the-workplace.

2. *The Enterprise Education Symposium: Local, national and international reflections on strategy, practice and impact* took place in May 2013. This was a collaborative event with GCU, SHEEF, Scottish Institute for Enterprise and Enterprise Educators UK (EEUK). The Enterprise Education Symposium had an International focus with speakers from the European Commission, Chalmers University of Technology, Gothenburg and Professor David Gibson, National Teaching Fellow for Enterprise Education at Queen's University Belfast all sharing their understanding of enterprise education and shared examples of how they are embedding it.
Full details of the event, speaker presentations and associated papers may be accessed through the SHEEF website at
http://www.heacademy.ac.uk/sheef/events/past_events .
View the highlights at http://www.gcu.ac.uk/realworld/newsandevents/.

3. SHEEF collaborative event with *QAA Scotland work-based learning forum* on employer engagement held in March 2013. SHEEF commissioned a literature review, bibliography and glossary to support this event.

4. *Disseminating innovative practice* was a joint event hosted by the Higher Education Academy Teaching Development Grant (TDG) team and the Scottish Higher Education Employability Forum (SHEEF) for those interested in teaching innovation and practice and provided an opportunity to network with other practitioners. The SHEEF team provided guidance concerning resources for employability-related practice (19 February 2013)

5. SHEEF collaborated with Edinburgh Napier University to provide the first student Internship for HEA Scotland. This initiative proved very successful and the paid internship is now continuing during the forthcoming academic session 2013/14.

Supporting the LTW2 HE student work placement projects

- Education into Enterprise (EiE)
- E-Placement Scotland
- Making the Most of Masters (MMM)
- Third Sector Internships Scotland (TSIS)

SHEEF has supported, and been informed by, the experiences, achievements and challenges of the four LTW2-funded placement projects during 2012-2013. The four projects are represented on, and provide updates to, the SHEEF management group. SHEEF is represented on the MMM Project Steering Group.

The SHEEF Partnership and Abertay University co-hosted a 1 day event on 24 May 2013 for individuals engaged with the employability and enterprise agenda - *Learning in the Workplace: Initiatives through Learning to Work 2, Placements and Internships.* The event aimed to learn from the SFC funded Learning to Work2 Projects, and explore the impacts and challenges of placement activity for Higher Education, Voluntary organisations and the Third sector. In addition, to support this event, the SHEEF commissioned research for the Learning in the Workplace 24 May event, and prepared the Conference Paper for publication on the SHEEF website.

A copy of the Paper may be accessed at: http://www.heacademy.ac.uk/sheef/research or click on this link:
Learning in the Workplace: Initiatives through Learning to Work 2, Placements and Internships (PDF, 1 MB) a summary of findings in work placements: where are we now, impact and lessons learned?

Following the event, delegates were asked how might any actions you undertake as a result of attending the event benefit others? (for example colleagues, policy makers, practitioners, students). Feedback was positive including the views that:

- *It will help with developing a strategy for sustainability of my own project;*
- *Inviting colleagues to meetings with delegates who attended the event to discuss co-operation etc.;*
- *I will share what I have learnt with colleagues in my institution;*
- *Publicising the value of work placement/internships to the student learning experience;*
- *There may be opportunities to collaborate with some of the other delegates;*
- *Disseminate outcomes of the conference to other colleagues;*
- *Include employability within teaching and learning;*
- *Engage in external and internal institutional activities in this area;*
- *Super to hear that "employability/graduate attributes" are having a higher profile across the sector;*
- *Sharing notes and slides with immediate colleagues in the careers service will stimulate discussion. We are currently reviewing our careers provision for students and I feel more confident in recommending that we focus on providing work placements for our students.*

This was very pleasing feedback from colleagues as it is such a good fit with the outcomes and impact that SHEEF strives for.

LTW2 Placements – the Student Voice
http://www.youtube.com/watch?v=6SNBqUZtaOM&feature=youtu.be

This is a short video, commissioned by SHEEF and made by undergraduate computing students at Edinburgh Napier University about the impact of student work placements (including the third sector internships) and the impact on their learner journey and student experience.

Paid and unpaid placement activity

In 2012 a research study (funded through the Higher Education Academy) was carried out by a team at Edinburgh Napier University and the Open University; a collaboration between e-Placement Scotland and TSIS to explore the drivers, motivations and experiences of employers in the context of paid and unpaid placements / internships. The study 'Can pay, should pay? A comparison of outcomes for paid and unpaid work opportunities for employers and students' collected data via an online survey from placement employers and students. In addition, LTW2 has produced other research focusing on employer perceptions of paid placements vis-à-vis unpaid work experience and clarification of terminology. (Caddell (2011), Caddell M., Mcilwhan R., Parry J. & Reilly C. (2012), Irving & Smith (2013).

3.0 Summary of 2012-2013 Finance and Resources

The SHEEF Project has received £50,000 for 2012-2013 (£145,000 over the three year period).

Appendix 3 (p19) summarises the SHEEF financial activity and expenditure against the planned 2012-2013 SHEEF budget. Appendix 2 (p15) details the operational plan of work and Section 2.3 above (p6) highlights the outputs and value added by this SHEEF co-ordinated activity to the employability agenda. As you will note the SHEEF work plan has been delivered in budget.

Consideration should be given to the significant level of activity throughout 2012-2013 with SHEEF working collaboratively with LTW2 partners to share resources, staffing and delivering multiple outputs. SHEEF has leveraged the SFC funding to deliver significant impact within the Scottish HE sector.

4.0 Executive Lessons Learned

The SHEEF project submitted the end of Project report in October 2013. Thereafter the SHEEF will cease to be operational as part of LTW2. Three of the LTW2 projects, e-Placement Scotland, Making the Most of Masters and Third Sector Internship Scotland will continue to operate into 2014. During this period, SFC will undertake a full evaluation of the LTW2 initiative, reporting at the SFC Skills Committee on 5 Feb 2014.

The objectives of the LTW2 evaluation are to examine:

- The effectiveness of the placement projects such as how the project has helped students, employers and the university/college sector;

- Whether agreed targets for placements and placement opportunities have been met;

- The challenges faced and overcome by the placement projects and how the placement projects adapted/adjusted accordingly;

- Whether the difference made is commensurate with the investments made;

- Future expectations of colleges and universities in the context of SFC outcome agreements and, in this context, whether there is scope to expand any of the Learning to Work 2 projects and, if so, what additional investment should SFC make to increase and enhance placement opportunities for students; and

- How effective has SHEEF have been in meeting the recommendation in the previous Learning to Work 1 evaluation by SQW, which was to provide a clear, strategic role in relation to employability developments as well as to provide all HEIs with well-signposted opportunities to get involved in the absence of employability co-ordinators.

4.2 HEIs are continuing to work to ensure that employability is embedded within the HE curriculum across Scotland and is sustainable beyond specific funded initiatives. There is a need to continue to innovate through a range of employability activities within HEIs that add sustainable value to the student experience.

4.3 Continued collaborative activity is essential to enhance good practice across and between Institutions. This includes the development of employability networks through social media and web media. Consideration should be given to the development of a formal network across Institutions for the inculcation and promotion of employability within the HE student experience and the teaching and learning strategy.

4.4 There are still issues around language and terminology by which we can discuss employability (eg definition of employability itself and related terminology eg work based learning).

4.5 Reports such as Universities Scotland 'Taking Pride in the Job' published in May 2013 includes 23 recommendations. There was input to Universities Scotland to inform this research by the Chair of SHEEF. Universities Scotland will be working with universities in the academic session 2013/2014 as to how best implement these recommendations.

4.6 New partnerships including the National Centre for Universities and Business (NCUB), are seeking to add value as it aims to establish joint working throughout the UK and build repositories of good practice.

4.7 There has been recent discussion around the focus on postgraduate taught programmes and the growing attention in the HE sector to the notion of 'mastersness'. The current QAA Enhancement Theme: Learning from International Practice (LFIP) work is looking at the Taught Postgraduate Student Experience Development of Masters Level employability and work placement opportunities. Increasingly, this has also included to the PhD student experience and the drive for the development of PhD 'internships' to provide research students with core skills and attributes for securing roles outwith of the academic job market.

'The view that junior academics struggle to access career advice was also found in the results of the Postgraduate Research Experience Survey, published by the Higher Education Academy on 4 September. Among the 48,401 postgraduate students surveyed, career advice opportunities were found to be "low across all subject areas", it said. While chances to develop academic research skills were generally widely available, opportunities to develop transferable type skills were more "patchy", it added.' (THE 2013).

It is recommended that where employability strategies are developed and implemented within HEI, postgraduate students have opportunities for engaging with appropriate employability initiatives.

4.8 HEIs engage stakeholders including employers and provide routes for involvement at curricular level. There is a need to continue to grow employer engagement and input to the curriculum for the 21st century to ensure that graduates possess the skills and attributes necessary to contribute to Scotland's workforce and economic development.

4.9 Finally, and perhaps most importantly, there is an imperative not to lose the ethos of SHEEF and its role of partnership working enabling differing groups to come together across Scotland to effect change.

Appendix 1: SHEEF Management Group Members, 2012

Name	Role	Organisation
Professor Steve Olivier	SHEEF Chair	Vice-Principal and Vice-Chancellor, University of Abertay Dundee
Hazel MacDonald	Policy Analysis Officer	Scottish Funding Council (SFC)
Dr. Alastair Robertson/Dr Janet de Wilde	Assistant Director (Scotland)	Higher Education Academy (HEA)
Maureen Tibby	Academic Lead for Employability	Higher Education Academy (HEA)
Dr. Claire Carney	Head of Enhancement	Quality Assurance Agency (QAA) Scotland
Dr. Kirsty Conlon	Head of Learning and Teaching and Widening Access Policy	Universities Scotland (US)
Fiona Godsman	Chief Executive	Scottish Institute for Enterprise (SIE)
Audrey McCulloch	Head of Careers, Glasgow Caledonian University	AGCAS Scotland
Robert Foster	NUS Executive Committee member (Glasgow Caledonian University)	National Union of Students (NUS) Scotland
Professor Val Belton	Associate Deputy Principal (Education), University of Strathclyde	US Learning and Teaching Committee (LTC)
Professor Frank Coton	Vice Principal (Vice Principal Learning and Teaching), University of Glasgow	Scottish Higher Education Enhancement Committee (SHEEC)
Dr. Joy Perkins	Educational & Employability Development Adviser, Careers Service/Centre for Learning & Teaching, Aberdeen University	Employability Co-ordinators' Network (ECN) – established through LTW1
Sabine McKinnon	Employability Lecturer GCU. GCU LEAD (Centre for Learning Enhancement and Academic Development)	LTW1 Aiming University Learning @ Work project, PIPs project, and ECN. Stand in for Dr. Joy Perkins.
Fiona Boyle (TSIS) Carol Humbert (EiE) Sally Smith (E-Placement Scotland) Dr. Neil Lent (MMM)	LTW2 Placement project leads	LTW2 placement projects: Third Sector Internships Scotland (TSIS) Education into Enterprise (EiE) E-Placement Scotland Making the Most of Masters (MMM)
Rosemary Allford	Academic Development Officer	SHEEF

Appendix 2: SHEEF operational plan of work for 2012-13

Objective	Activity	Anticipated Outcomes	Progress	Evaluation methods	Responsibility	Budget
1. Raise the profile of SHEEF across HE sector.	Develop and implement an effective, targeted SHEEF communications strategy which promotes: • sector-wide knowledge of SHEEF • multi-stakeholder engagement and collaboration • academic engagement through a critical forum for constructive debate and dialogue • more formalised lines of communication with Scottish HEIs	• Increase SHEEF mailing list membership significantly • Increase SHEEF representation on policy stakeholder boards, bodies, working groups, etc. • Establish an active SHEEF employability LinkedIn forum • Establish named SHEEF contacts in HEIs and relevant stakeholder organisations	• Implementation of communications strategy using Social Media platforms. Increased market reach for SHEEF through the creation of a SHEEF group on Linked In, the social media platform for professional discussion. • 144 members across UK (66% members in senior, manager or director positions) as at 120313.	• Targeted 50% increase in SHEEF mailing list. • Evaluate SHEEF's contribution to stakeholder groups, etc. • Track numbers of named SHEEF contacts within HEIs and other organisations.	ADO supported by HEA IT & SHEEF MG	0
2. Increase the effectiveness of partnership collaboration and stakeholder engagement.	Develop processes for increasing effective collaborative advantage through inter-organisational partnership working. • 3 x SHEEF management group meetings • Initiate and participate in stakeholder meetings.	• Improve information exchange between stakeholders. • Align SHEEF employability priorities with partners' employability-related activity. • Identify specific areas of partner activity to take forward SHEEF work priorities.	• 3 Management Group Meetings Scheduled • 26/11/12, 00/3/13, 00/6/12 • SHEEF Chair presentation at Holyrood Higher Education Conference 291112 • Collaborative working with key internal and external stakeholders to plan and deliver multiple events 2013	• SHEEF MG self-evaluation. • Monitor and evaluate partnership employability activity.	SHEEF MG & ADO	£400

3. Increase employability knowledge and information exchange across sector.	Improve the effectiveness of SHEEF as a central knowledge and information resource for employability policy and practice in Scotland. • SHEEF website development (Phase 2) • SHEEF e-bulletins • SHEEF JISCmail • Case studies • Academic Papers eg Literature Review	• Improve efficiency of SHEEF website - Phase 2 development. • Develop effective processes gathering, collating and disseminating information and resources from stakeholders. • Formulate and disseminate SHEEF responses to key policy initiatives. • Commissioning 1 case study for HEA employability theme (£5000); 2 x literature review for Placement activity and LTW2 Projects (£4000)	• Case Studies submitted from UHI IAM Project (SHEEF/HEA funded Consultancy) • Case Studies/Interim Progress Reviews submitted LTW2 projects • Repository for Employability Reports • Literature Review to be presented 210313 at QAA wbl forum • Literature Review LTW2 to be presented 240513 at SHEEF/LTWs Learning in the Workplace 1 day event	• Analyse SHEEF website usage patterns. • Monitor HE employability priorities and practices through SHEEF JISCmail. • Include feedback mechanisms in SHEEF publications and communications (website, mailing lists, LinkedIn).	ADO & HEA IT	£4000

4. **Lead debate on employability themes, policies and practices in Scotland and formulate sector priorities and actions.**	Run a series of SHEEF Employability Summits, with invited experts and stakeholders, to discuss specific employability issues and themes and formulate sector priorities and actions. 3 x SHEEF Employability Summits on: • HE/SME engagement • Enterprise and Entrepreneurship • Work placements	• Gather and evaluate sector intelligence on particular employability-related issues and themes. • Stimulate critical dialogue and debate on particular issues and themes. • Identify specific priorities and required actions to advance policy and practice relating to specific issues and themes.	**Feb 2013** SHEEF contribution to HEA TDG dissemination w/s **April 2013** SHEEF contribution to HEA Scotland Initiatives-think tank Dunkeld **March 2013** Collaborative Event with QAA Scotland wbl forum **May 2013 Symposia** Enterprise and Entrepreneurship (partner with GCU, SIE, HEA,EEUK) **March 2013** Collaborative Event-Work placements (partner with LTW2) Included measure is 2 Literature Reviews commissioned for SHEEF + case study	• Gather and evaluate Summit contributors' views and responses. • Disseminate Summit reports, discussion topics and key outcomes. • Seek sector feedback on relevance and impact of Summit outcomes.	ADO, MG, HEA Associates	£500
5. **Support discipline-specific employability initiatives in Scotland.**	Support the development, implementation and promotion of discipline-specific employability initiatives in Scotland, initiated in partnership with HEA discipline-specific activity. • HEA core budget – in kind SHEEF support.	• Identify appropriate relevant and targeted discipline-specific employability initiatives for the sector. • Establish closer partnership working with HEA Discipline Leads to support and facilitate employability initiatives and events across Scotland.	**2013** SHEEF contribution to HEA Scotland Initiatives 2013 SHEEF Representation at QAA Scotland work-based learning forum **Nov 12 & March 13** **July 2013** Collaborative working to produce case study for NCUB (funded through HEA £5000) **August 2013** Collaborative working with HEA UK to produce synthesis of SHEEF Summits (see 4) and pilot HEA impact assessment framework	• Support the development, implementation and evaluation of 2-3 HEA employability events in Scotland. • Target 80% participant satisfaction through event evaluation surveys.	ADO, MG, HEA Associates and Academic Leads	0

6. Produce and disseminate SHEEF publicity and resources	Continue to develop and promote SHEEF brand and strategy.	• Produce and disseminate effective SHEEF marketing materials and information resources.	• Reinforcement of Brand through Institutional Visits (Projects) and Social Media presence • Development of LinkedIn group for dissemination and marketing	• Evaluate the effectiveness of SHEEF publicity materials through user feedback.	ADO	
7. Implement SHEEF 2012-13 operational plan	Core resources and costs for implementing SHEEF 2012-13 activity: **Staffing:** • 0.6FTE SHEEF Academic Development Officer • SHEEF Chair • HEA Management Fee (£10,000) • HEA core staff support (core HEA Funding) **Core expenses**: e.g. events, travel and subsistence	• Effective coordination, management and implementation of agreed SHEEF activity for 2012-13.	• Academic Development Officer in post 0.6fte as from 260912.	• Continuous progress review, evaluation and monitoring.	HEA administration, management and delivery support roles.	£39216
				Total	**£50,000**	

Appendix 3: SHEEF 2012-13 Financial Report

The table below summarises actual activity and expenditure against the 2012-2013 SHEEF work plan.

SHEEF - end of Project Aug 2012- October 2013 outturn	Budget	Actual	Variance
Staffing	**£35100**	£35100	£1999
Overhead recharge	**£10000**	£1000	0
Workshop & meeting costs:			
SHEEF management group meetings	**£400**	£400	0
Placements event - University of Abertay		£1310	£-1310
QAA - contribution towards work based learning forum event	**£500**	£1000	£-500
Miscellaneous		£171	£-171
Contracts:			
Edinburgh Napier University: Learning in the Workplace: Initiative through LTW2, Placements and Internships a summary of findings in work placements, where are we now, impact and lessons learned.	**£2000**	£2000	0
UHI - employer engagement work placements and the UHI	**£2000**	£2000	0
UHI - case study: a framework for student work placements at the UHI			0
Total	**£50000**	**£49982**	**£18**

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Project Websites

AGCAS at www.agcas.org.uk

Education Into Enterprise at http://www.educationintoenterprise.org

The Higher Education Academy at http://www.heacademy.ac.uk

e-Placement Scotland at http://www.e-placementscotland.com

Learning to Work 2 Projects at http://www.heacademy.ac.uk/sheef/projects

National Union of Students Scotland at www.nus.org.uk

National Centre for Universities and Business at http://www.ncub.co.uk

Making the Most of Masters at http://www.mastersprojects.ac.uk

QAA (Scotland) at www.qaa.ac.uk/Scotland

Scottish Higher Education Employability Forum (SHEEF) at http://www.heacademy.ac.uk/sheef

Scottish Institute for Enterprise (SIE) at www.sie.ac.uk

The Scottish Funding Council at http://www.sfc.ac.uk/

Third Sector Internships Scotland at http://www.3rdsectorintern.com

Universities Scotland at www.universities-scotland.ac.uk

Get in touch
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