



A SENSE OF BELONGING

HOW DIGITAL EMPOWERMENT PROGRAMS
CAN PROVIDE PATHWAYS TO EMPLOYMENT

2023

**Code/
Division**

Prepared By Code Division Ltd.
51 West Campbell Street,
Glasgow, G2 6SE

WHO ARE CODE DIVISION?

Code Division are a non-profit social enterprise dedicated to combating digital inequality by providing high-quality digital skills programmes to underserved communities. Since March 2020, we have engaged with over 380 learners from diverse and disadvantaged backgrounds, with 79% being Women.

All of our programmes are learner-centred and built on the principles of design thinking and scrum agile education. Our aim is to provide a holistic and flexible learning experience, supported by industry experts and subject area specialists. **We also offer bespoke industry courses, with any profits being reinvested into our community programmes.**

The situation with displaced Ukrainians addresses the broader challenge faced by all disadvantaged groups and communities in obtaining quality digital jobs. **This brochure details our experiences, successes, obstacles and opportunities we discovered from our Digital Empowerment Program.**

WHAT MAKES US DIFFERENT?

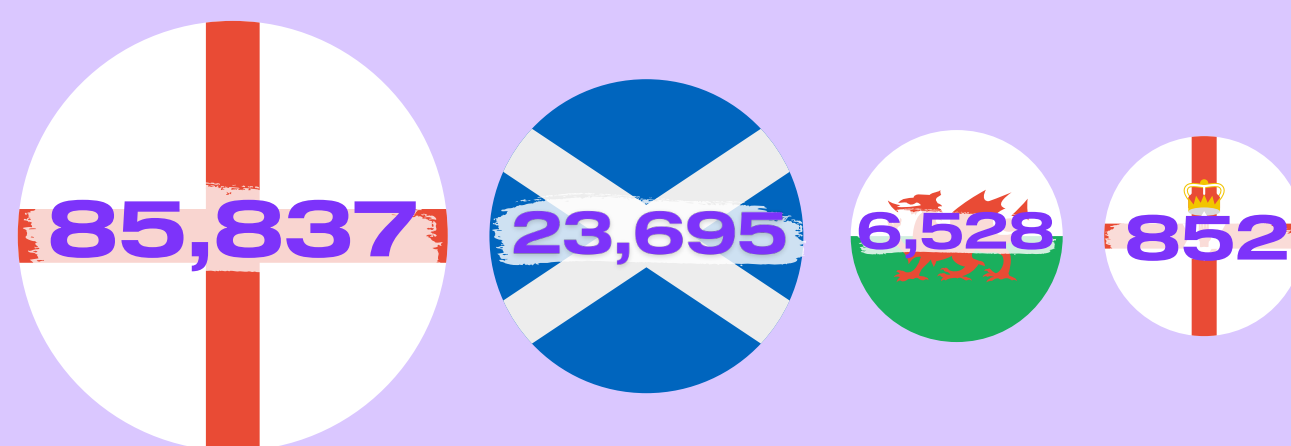


DISPLACED UKRAINIANS

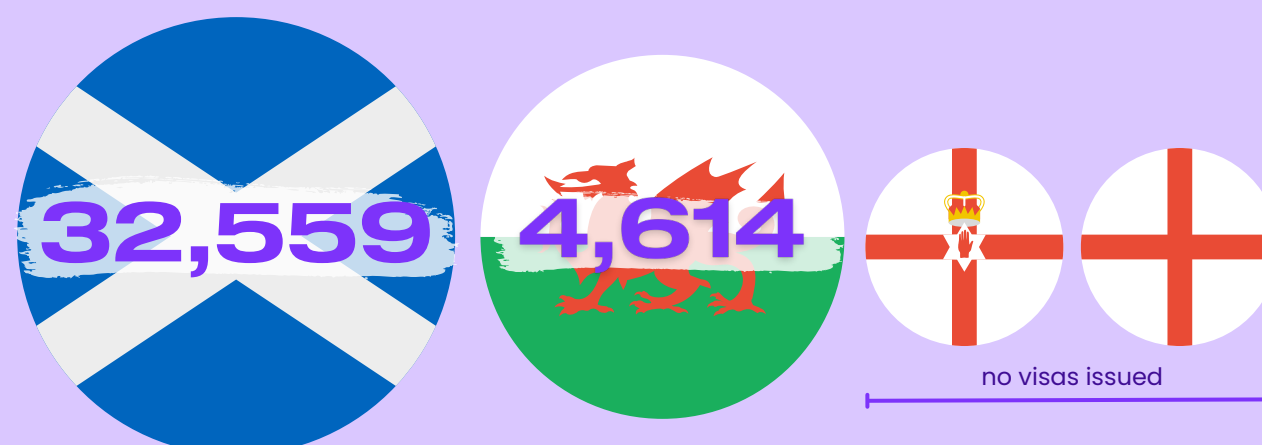
The war in Ukraine has forced over 23,000 individuals to flee their homes and seek refuge in Scotland.

Individuals arriving from Ukraine are granted leave to remain for up to 3 years and are entitled to work, access training, employability support and benefits. They can also access ESOL classes (if available) and Fair Start employability support to assist in CV writing and looking for employment.

NUMBER OF DISPLACED UKRAINIANS ARRIVED IN UK



SCOTLAND AND WALES SPONSORED VISAS ISSUED



The Scottish Government implemented the **super sponsor scheme**, adopted later by Wales, removing the need for applicants to be matched to individual sponsors prior to being given permission to travel to Scotland.

These individuals were given **temporary accommodation** in hotels throughout Scotland and on the two cruise ships docked in Leith and Govan.

DIGITAL SKILLS PROGRAMS

Skills
Development
Scotland

There are significant differences between employability courses and skills programs. Employability training is generic, covering CV-writing and general employment support. We create **accredited holistic skills programs**, designed and delivered by experts to help learners acquire in-demand technical and soft skills; creativity, collaboration, communication, critical thinking, data analytics, full stack development, design thinking, digital marketing and more.

Below are the main Scotland-wide funded programs we have used to support disadvantaged groups and communities:

Digital Start Fund

This fund was created to provide training to access a range of jobs in Scotland's digital sector. Aimed primarily at individuals who are unemployed or on low incomes. We have delivered a number of successful programs which have resulted in individuals gaining employment in a variety of roles including: data analysis, software development, web development and digital marketing.

Women Returners Programme

This was originally set up as an employability program for women aged 25+ wishing to return to the workforce after a career break. We have designed and delivered 8 programs over the last 18 months. Our programs have continuously evolved, combining both digital and data skills with a learner-centred approach. Our learners have gained employment in a variety of digital roles.

Digital Skills Pipeline

This fund provides shorter digital programs for isolated & marginalised communities to upskill or reskill into areas with identified skills gaps. We have delivered these in digital marketing and Adobe Photoshop to benefit individuals in work and those seeking employment into these areas.

DESIGN PROCESS

DIGITAL EMPOWERMENT FOR UKRAINIANS

Our team of experts utilised the foundations of design thinking in the process of building our Women Returners program:

THE GOAL

A 5-week face-to-face training program for 29 Ukrainians funded by the Women Returner Program providing SQA Data Analysis qualifications and developing skills in **Communication, Collaboration, Critical, and Creative Thinking.**

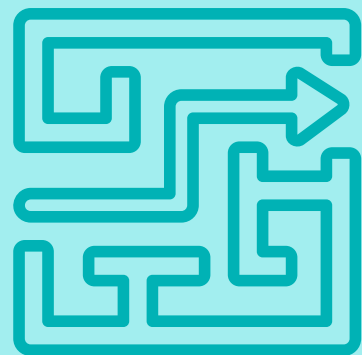
EXPERTISE

Program lead, **Bianca Peel**, with her background in social emotional learning, infused design thinking into the program which was delivered alongside **Sian-Day Lewis** and **Emily Fais**, teaching Data Skills and Business English respectively.



CHALLENGE

To prepare learners for **digital roles** within budget and time constraints, with the ability to **secure employment** and effectively **communicate their value** to the company.



EMPATHY

Design thinking's **human-centric** approach promotes a safe learning environment, leading to an increase in **confidence, self-awareness, and productivity.**



IDEATE

Bianca's team created a program promoting **innovative, empathetic problem-solving** skills through diverse and imaginative thinking, equipping learners with the knowledge required to **succeed in their careers.**



PROTOTYPE

To remain **flexible** for various language abilities and life circumstances, the Women Returners program underwent **changes and improvements** over five weeks, which were evaluated through Avant Assessment (Business English) and SQA (Data Skills).

TESTING

The program underwent **continual refinement** throughout, based on **regular feedback from learners and employers**, in an iterative process of extensive testing and adaptation.



BUILDING A NEW FUTURE

DIGITAL EMPOWERMENT FOR UKRAINIANS

A timeline of our Women Returners Program:



The Ukrainian flag flying high in Glasgow

We reached out to Code Division alumni Viktoriia, who came to Scotland from Ukraine before the war began. **With her help, we were able to make contact with volunteers and grassroots organisations in Glasgow and beyond who were doing all they could to help.**

Working with Vilena, who was forced to flee to Glasgow from Ukraine with her daughter, **we created an appeal video** to attract financial support and additional resources. We received a number of kind responses from individuals and organisations in our community!

Vilena's Story

Programmes like this help us build communities, grow our networks and, most importantly, connect with individuals and organisations that recognise our value

Our appeal for support in preparation for the course



Our fantastic learning space at Princes House, Glasgow

We received incredible donations! Thanks to the Clutha Trust, we obtained a large office space in which to conduct the course, a space to build community and confidence in the city centre. Avant Assessment offered their fantastic services at no cost whatsoever. We even received plants to help create a calm environment!

We surveyed individuals living in emergency accommodation, assessing their needs and concerns, discussing their backgrounds and hopes for the future.



Understanding learner needs is crucial to supporting them



Xmas partying & learning the Slosh at the Clutha

To celebrate the course ending, and the arrival of the festive season, **Clutha Trust hosted a Christmas party**, welcoming our learners and their families for an evening of food, music, gifts and, of course, a lesson in the Slosh!

The BBC visited us to chat to our learners about their backgrounds, learning experiences & hopes for the future – We featured on Reporting Scotland! See the [BBC Video](#)



Laura Goodwin of BBC Scotland pays us a visit

Code
Division



WORKING TOGETHER

DIGITAL EMPOWERMENT FOR UKRAINIANS

The success of the program was made possible by the collaborative efforts of various organisations and individuals, working together towards a common goal.

The Clutha Trust

The Clutha Trust provided an office space, desks, chairs, and even breakout area furniture. Other third sector organisations donated plants and dividers, creating a comfortable and welcoming learning environment for the learners.



Avant Assessment

The learners were given the opportunity to take Avant's online proficiency tests for free. Avant offer an alternative to traditional grammar-based approach towards developing real-world proficiency. Each learner received personalised reports detailing their language proficiency levels.



Scottish Power

Scottish Power generously donated 20 laptops, which greatly helped in supporting the learners. They also conducted a session to inform the learners about the Scottish Power Returner Program.



Right There

A homeless and social support charity, who delivered two information sessions to share with our learners important facts regarding the rent deposit scheme.



Additional Donors

Individual donations were a huge help in supplying the learners with refreshments throughout the 5-week program.

SCOTTISHPOWER RETURNER PROGRAM

DIGITAL EMPOWERMENT FOR UKRAINIANS

RETURNER PROGRAM

ScottishPower developed the program to help returners refresh their existing skills and knowledge while building their confidence in a working environment through a structured pathway.

SUCCESS STORIES

The brilliant news is that 3 of our learners (Anastasiia, Maryna and Alona) are now successfully on the program and working for ScottishPower.

"Code Division help people to become more confident. It gives them a chance to find new opportunities and possibilities, which can improve people's lives or even drastically change them like it has for me."



Maryna
(Procurement)



(L-R) Maryna, Anastasiia and Alona visit
ScottishPower's Whitelee Wind Farm

"I think that very often Ukrainian people abroad are vulnerable because they do not feel confident. I have no doubts that courses like this can help people to become more confident, and give them a chance to find new opportunities and possibilities"



Anastasiia
(Renewables)

"I think that our mentors are the best and we are very lucky to learn from such professionals. Thanks to the Code Division team, I got a job in a large multinational organisation. I am immensely grateful for this opportunity. "

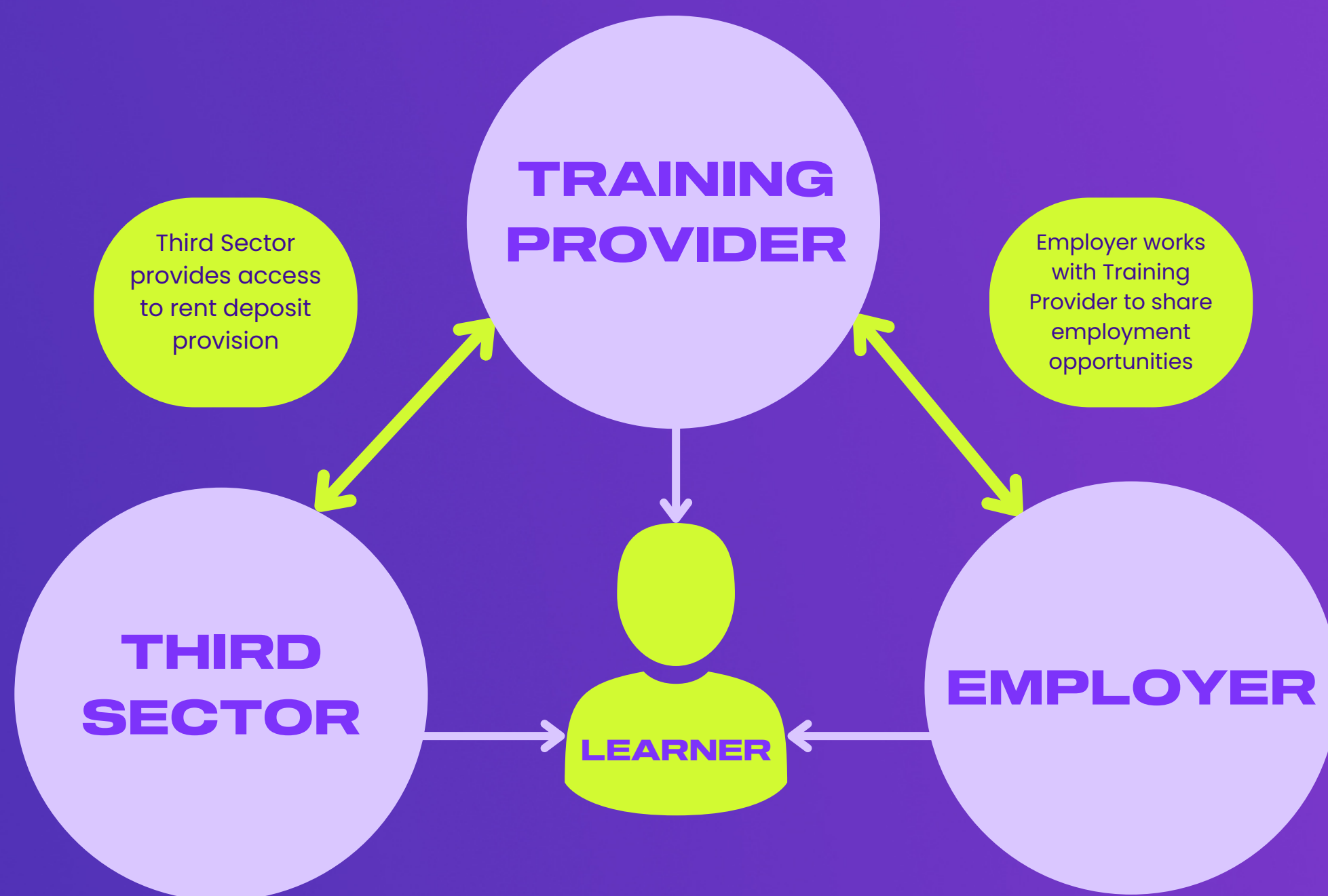
Alona
(Digital)



3 AGENCY MODEL

DIGITAL EMPOWERMENT FOR UKRAINIANS

Currently many displaced Ukrainians are either in temporary accommodation or in social housing. Through the collective input from 3 agencies – ScottishPower, Code Division and Right There – we identified obstacles in gaining suitable accommodation and quality jobs. **During the process of running this program it highlighted the need for a coordinated approach linking program design, employment, and access to suitable accommodation.**



The model would link training programs to employment and access to private rented sector accommodation. The training provider, employer and third sector organisations work together to ensure that individuals not only gain employment, but also access Rent Deposit provisions which can be paid back over an agreed time.

This model could address the needs of industry, linking training to skills shortages and identified tangible employment, with integrated support to access sustainable accommodation. It has the potential to remove the real threat of benefits dependency, with significant wider benefits in terms of physical and mental health and wellbeing as well as community integration.

DATA BOOST AND OTHER COURSES

Thanks to funding from our partners at the Data Lab, we were able to design and deliver an additional 3-week SQA accredited course for Ukrainian learners in the South East of Scotland.



Emily Groves

Emily runs her own consultancy and has expertise in utilising the full suite of business applications



Sian-Day Lewis

Sian has over 8 years of education experience, teaching art and English internationally



The course was designed to help support learners into a variety of digital roles, concentrating on essential Business English and Data Analysis skills on how to utilise business applications to improve productivity within a variety of professional roles.

We connected with the DWP and third sector organisations in Fife, the Lothians, Ayrshire, and the Borders as well as travelling to meet communities of displaced Ukrainians on the cruise ships MS Victoria and MS Ambition.



This engagement helped shape the design and delivery of our shorter specialist courses in Digital Marketing, Adobe Photoshop and ITA funded: Introduction to Python and Java. We welcomed Ukrainians to join learners from all over Scotland to upskill in these courses.



Paul McCreery

Certified Power BI specialist with 4 years' commercial experience, Paul is an expert in how to blend and transform data into visually compelling dashboards.



Mark Murray

Mark has over 14 year further education experience in the Creative industry. He is an Adobe Certified Trainer with a passion for digital art & creative technologies.



Karen Scott

Karen has an extensive career in the tech industry and now provides comprehensive and progressive learning programs at FutureCoders



Tess O'Shea

Tess is a freelance digital marketing consultant who discovered her passion for Digital Marketing after seeing the benefits it had for her own brand.

TALENT DIRECTORY

DIGITAL EMPOWERMENT FOR UKRAINIANS

WOMEN RETURNERS PROGRAM

OLEZIA KHUKHARENKO
INSURANCE MANAGER

.....

18 YEARS EXPERIENCE MANAGING INSURANCE TEAMS

An enthusiastic hard working individual with extensive experience in business managing teams, excels at problem solving and creative thinking. Experienced in contract writing, developing proposals, financial reporting utilising CRMS, advanced Excel and Access. Possessing a Design Engineering degree.

CRM

.....

CREDIT ANALYSIS

.....

MS OFFICE

.....

CUSTOMER SERVICE

.....

VIKTORIA MARCHENKO

ACCOUNTANT

.....

19 YEARS EXPERIENCE IN FINANCE

Experienced within the financial sector in Ukraine. Worked as a deputy chief accountant and senior economist managed company accounts, financial statements, budgeting, income and expenditure planning. I am a responsible, reliable, and highly motivated individual who thrives on new challenges.

BOOK KEEPING

.....

SQL

.....

IT PROFICIENT

.....

JIRA / CONFLUENCE

.....

TETIANA ROMENSKA
SALES/SERVICES MANAGER

.....

10 YEARS EXPERIENCE IN COMMERCIAL AND GOVERNMENT SECTORS

A hard working individual with a masters degree in applied linguistics. Keen to work in a business environment. Three years working with the international Red Cross as a field officer managing relief, recovery and micro economic initiative programs. Previously worked as a Sales Manager establishing and cultivating business relations with customers.

LOGISTICS

.....

MS OFFICE

.....

INFORMATION MANAGEMENT

.....

ENGLISH & GERMAN

.....

OKSANA POLISHCHUK
ACCOUNTANT / SALES MANAGER

.....

6 YEARS EXPERIENCE WORKING IN FINANCE AND SALES TEAMS

An ambitious and hardworking individual with skills and experience in customer services and financial bookkeeping. Experienced in a range of business technologies, reporting, financial control processes, data processing and payroll. Possesses strong creative, analytical and communications skills, can work independently and as part of a team.

MS OFFICE

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1C / IFS PROGRAMS

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DATA PROCESSING

.....

BOOKKEEPING

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NATALIA ZOLOTUKHINA

AUTOMATION ENGINEER & TECHNOLOGY SPECIALIST

.....

6 YEARS EXPERIENCE WORKING IN PROJECT TEAMS

Self motivated and well organized, I have an analytical mind with strong problem solving skills. Extensive experience in maintaining and administering computer networks and related systems. Technical skills in a number of programming languages I have managed tech teams, designed training programs and administrated automated document management systems.

C#/C++

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MY SQL

.....

OOP & SOLID PRINCIPLES

.....

HTML / CSS

.....

IRYNA NOHAI

RESEARCHER

.....

8 YEARS EXPERIENCE WORKING IN UKRAINE AND UAE

Business administrator experienced using a variety of software products analysing, manipulating, visualising and presenting data. Experience of delivering training for colleagues and management, digitising business processes, creating databases. An individual who works well in a team, manages time efficiently, attentive to details, can absorb new information quickly and keen to learn new skills.

MS OFFICE

.....

KRONOS SOFTWARE

.....

AUTODESK 3D MAX

.....

ORACLE SOFTWARE

.....

IRYNA ANTONIUK

CHIEF ACCOUNTANT

.....

20 YEARS EXPERIENCE WORKING AS CHIEF ACCOUNTANT

A diligent, conscientious and detail focused finance professional who possesses broad software knowledge, including cloud based technologies, and advanced numerical and analytical skills. Excellent time management skills and an ability to prioritise complex tasks effectively to track and ensure compliance with deadlines. A proactive team member capable of working collaboratively or with minimal supervision.

ANNUAL ACCOUNTS

.....

PAYROLL

.....

ACCRUELS AND PREPAYMENTS

.....

ACCOUNTANCY SOFTWARE

.....

YULIA TYMOSHENKO
QA AUTOMATION ENGINEER

.....

3 YEARS EXPERIENCE QA TESTING AND 10 YEARS AS ECONOMIST

I'm an enthusiastic and ambitious QA Automation engineer with experience in UI and API tests automation, performing smoke, sanity, regression and API testing. Used a variety of technologies and tools including; Java, Jira/confluence, Rest API, SQL, Selenium, Test NG, Git and Maven. Looking for exciting projects to extend my skills.

JAVA

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SQL

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HTML/CSS

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JIRA/CONFLUENCE

.....

TALENT DIRECTORY

DIGITAL EMPOWERMENT FOR UKRAINIANS

DATA BOOST AND OTHER COURSES

ANNA YUNGE

MARKETING SPECIALIST

16 YEARS EXPERIENCE IN MARKETING AND SALES

An experienced marketing specialist with experience in launching products from scratch to market, brand designing, market research and controlling large budgets. Continuously developing new skills and recently completed two courses in Adobe Photoshop expert and data skills with advanced Excel and Power BI.

ADOBE PHOTOSHOP



NEGOTIATION /SALES



CRM



EXCEL (ADVANCED)



DIANA SAVCHUK

DATA ANALYST

4 YEARS BUSINESS EXPERIENCE AND RECENT GRADUATE

Competent with multiple data analysis software packages such as Python, Excel, SQL and Power BI. A self-motivated, proactive and capable analyst, I am looking for a position to challenge me and help me grow. With a degree in Automation and Integrated Technologies and extensive business experience.

PYTHON PROGRAMMING



DATA VISUALISATIONS



EXCEL / POWER BI



ENGLISH



TARAS MYKYTIUK

PHP DEVELOPER

2 YEARS EXPERIENCE WORKING WITH WEB DEVELOPMENT AGENCY

An enthusiastic solution-driven PHP developer with experience in programming patterns, OOP and SOLID principles. Proven experience developing consumer focused websites, developed web applications across multiple APIs, Third part integrations and databases. A quick learner open to learning new technologies who is able to work both independently and effectively within a team.

PHP DEVELOPMENT



JAVASCRIPT



OOP & SOLID PRINCIPLES



HTML/CSS



YEVHENIIA SACHKO

.NET DEVELOPER

3 YEARS EXPERIENCE WORKING IN TECHNOLOGY

A software developer for whom coding is a job, hobby and passion. Experienced in developing applications in .NET framework, stored procedures in sql, interfaces in C#, desktop and web applications. A team player with high attention to details who would love the opportunity to work as a software developer in the UK.

C#



ASP.NET



OOP & MVC FRAMEWORKS



HTML/CSS/JAVASCRIPT



INNA SAKHATSKA

SYSTEM ANALYST

15 YEARS EXPERIENCE WORKING IN TECHNOLOGY

An enthusiastic, hard working team player with strong skills in communication and problem solving. Extensive experience working in project teams design and delivery management. Duties included creating project plans, schedules, technical documentation, troubleshooting and incident solving. Looking for opportunities to further my career here in the UK.

AGILE CERTIFIED



CRM SYSTEMS



UML 2.0



MS OFFICE APPLICATIONS



INNA LEIAK

CONTENT CREATOR & MODERATOR

5 YEARS EXPERIENCE IN CUSTOMER SUPPORT & MARKETING

An experienced content creator and moderator with a Bachelor's and Master's degree in management from Kyiv National University of Trade and Economics. Currently seeking full-time job opportunities. Experienced in a variety of roles, including Content Moderator, Data Entry Specialist, Social Media Marketing Manager and more. Passionate about problem solving with great content.

CUSTOMER SUPPORT



CONTENT CREATION



CONTENT MODERATION



PROJECT MANAGEMENT



KATERYNA POSMETUKHOVA

ADVERTISING & PROJECT MANAGER

OVER 4 YEARS EXPERIENCE AS A DATA DRIVEN MANAGER

Multitasking and goal-oriented manager with experience in correctly and efficiently maintaining a large amount of data. A proactive and creative individual with a technical mind and experience with both Google and Microsoft products.

GOOGLE ADS & DATA STUDIO



WORDPRESS



GOOGLE ANALYTICS



EXCEL & POWER BI



LIUDMYLA OBEDA

FRAUD PREVENTION MANAGER

OVER 20 YEARS OF EXPERIENCE IN THE AVIATION INDUSTRY

Experienced and proactive fraud prevention manager with a passion for identifying fraud trends and preventing suspicious activity in e-commerce transactions. Highly analytical and detail-oriented, able to efficiently analyze large amounts of data and work collaboratively with technical teams to develop effective fraud prevention strategies.

GOOGLE ADS & DATA STUDIO



WORDPRESS



GOOGLE ANALYTICS



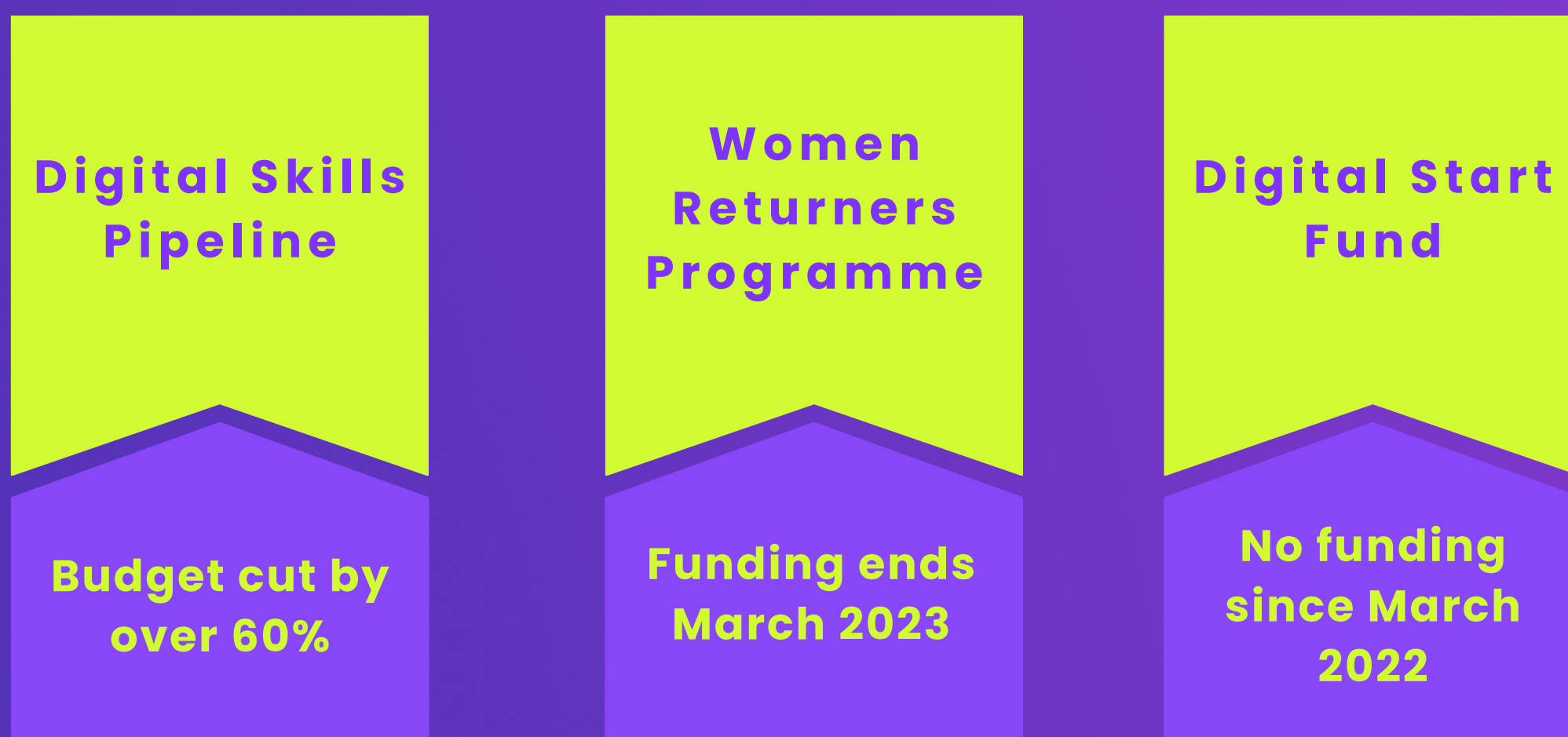
EXCEL & POWER BI



BARRIERS TO EMPLOYMENT

FUNDING CUTS

The Scottish Government recognises that in order to achieve its goal of 13,000 new recruits to fill digital technology roles each year they cannot rely on the traditional skills pipeline. Although acknowledging their importance funding for these programs has either been cut entirely or by over 60%.



GENDER INEQUALITY

Gender balance is still an issue with women accounting for only 26% of the workforce in digital roles. **This is both a waste of talent and opportunity in a sector where a lack of diversity jeopardises Scotland's chances to innovate and grow.**

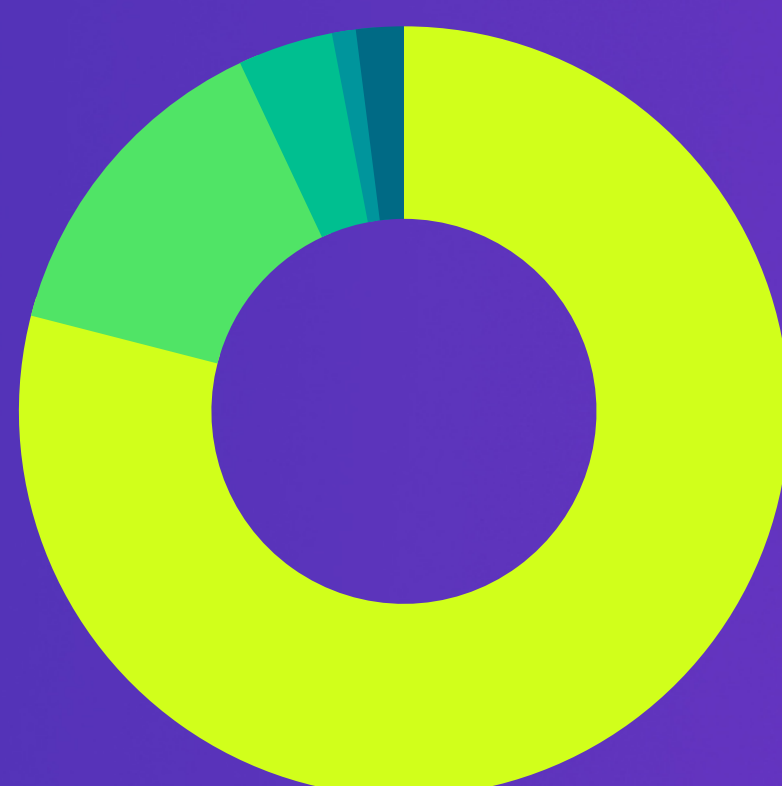
Barriers that include: recruitment advertising, imposter syndrome and a lack of flexible work opportunities.

81%

of displaced Ukrainians in Scotland are Women

47%

have at least one child or dependent



Qualifications of Ukrainians in the UK

- Degree Level or Above
- Below Degree Level
- No Qualifications
- Don't Know
- Prefer Not to Say

BARRIERS TO EMPLOYMENT

TRADITIONAL SKILLS PIPELINE

Scottish colleges should be a pathway to access not only Business English but digital skills training. However, **there are serious obstacles to accessing appropriate training** including; mode of delivery, timetabling, inflexibility, location and most significantly expertise.



Number of Scottish colleges currently offering HNDs in 3 key digital areas

Although a small Social Enterprise our number of learners in 21/22 equalled the total studying HND Web Development across all FE colleges. **There were also more women on our courses than HND Web and Software Development combined.**

Comparison Code Division and FE Colleges 2021 /2022

INDUSTRY

We know the Ukrainian community possess the skills and experience in high demand within industry but significant barriers accessing these positions remain; poor recruitment practices, prescriptive job specifications, no entry pathways or pathways that are unclear or inflexible.



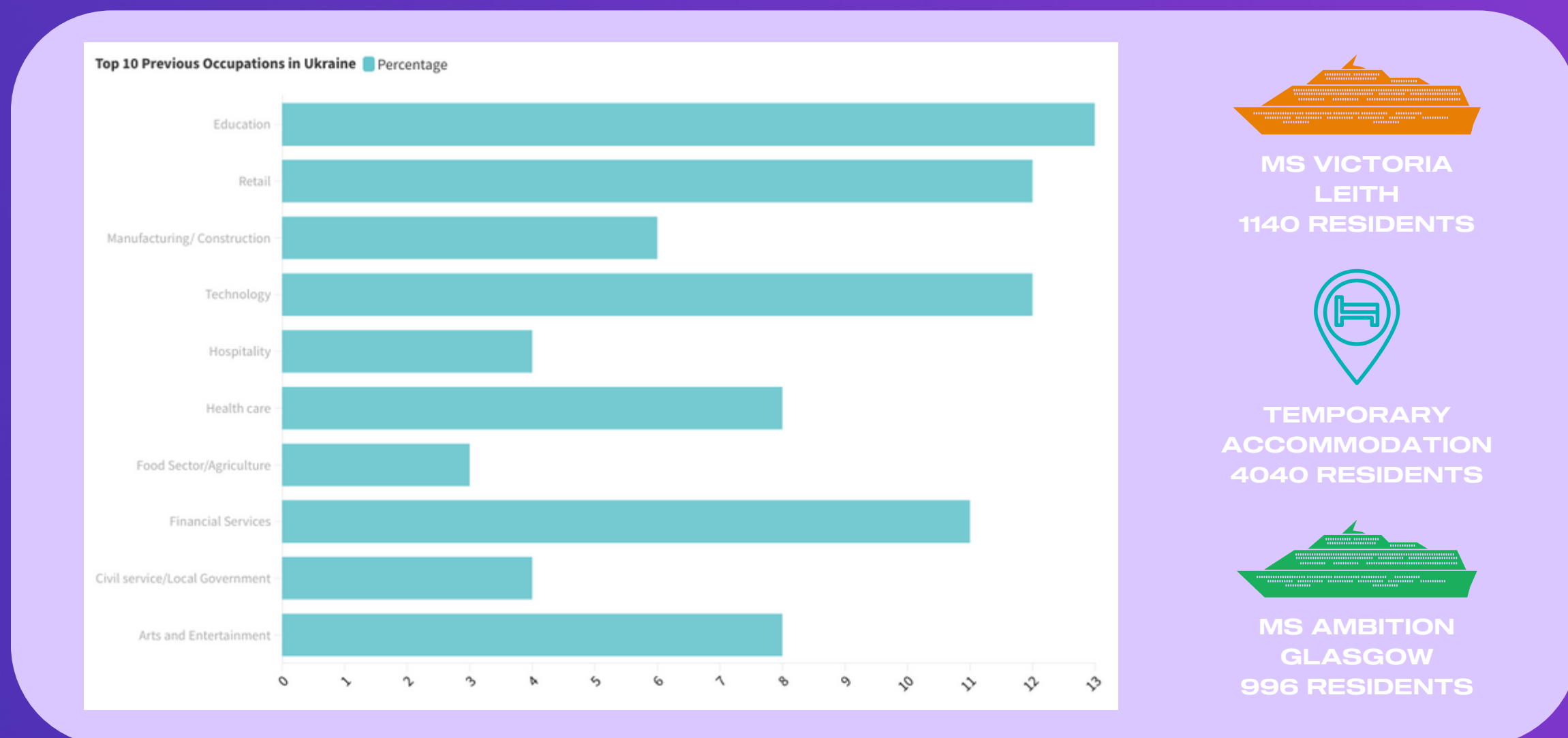
Top 3 Reasons Ukrainians are not in same sector as they worked in Ukraine:



OPPORTUNITIES

There are over **6000 Ukrainians** in unsuitable temporary accommodation and more in social housing. Prevented from accessing skilled employment, many are unemployed or underemployed in low paid jobs still dependent on benefits.

There is however an amazing opportunity for Scotland to both address its own skills shortage and lift these skilled individuals out of poverty and benefit dependency.



BENEFITS TO INDUSTRY

DIVERSE PERSPECTIVES

Individuals from diverse backgrounds bring unique perspectives and experiences to the workplace.

IMPROVED TEAMWORK

Inclusive and diverse teams perform better and are more effective at problem-solving.

COST EFFECTIVE

Organisations gain employees for hard to fill positions without paying percentage based recruitment agency fees.

TALENT POOL

Hiring from a broader range of backgrounds and experiences, you can tap into a larger pool of talent.

INCLUSIVE ORGANISATION

Being an inclusive organisation is not only socially responsible, it helps attract customers and other potential employees.

COLLABORATION

Organisations need to collaborate in identifying solutions to this unfolding crisis. To get in touch with our team, please email: digitalempowerment@codedivision.co.uk

ENGAGE

The first step is engagement to initiate collaboration between organisations. Explore ways to reframe the problem, start to ideate solutions and iterate towards better answers.

FUND

These programs need funding. As an organisations can support this through sponsorship, community benefits money or indirectly by booking training with us.

DESIGN

We need to design flexible and inclusive programs that are people-centred. Working on program design together organisations can ensure these are tailored to meet their skills shortages.

SUPPORT

Corporate and community support we receive makes all the difference. You could support through mentoring, workshops, providing work experience (internships) and to contribute to program delivery.

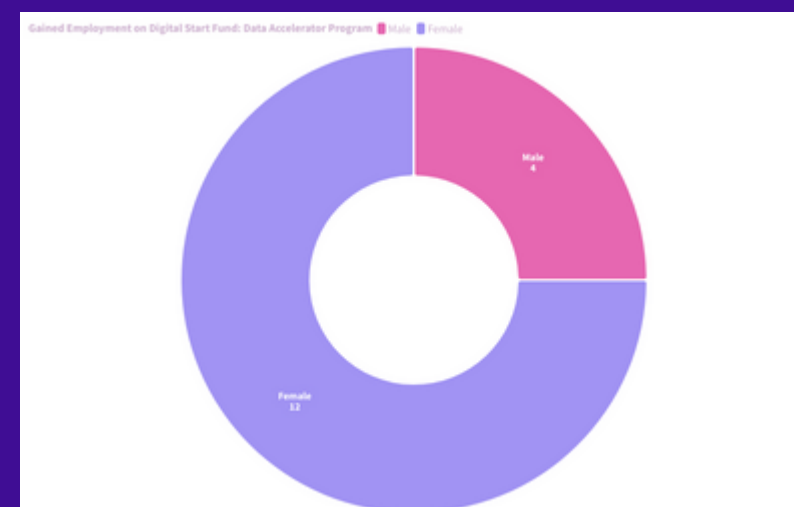
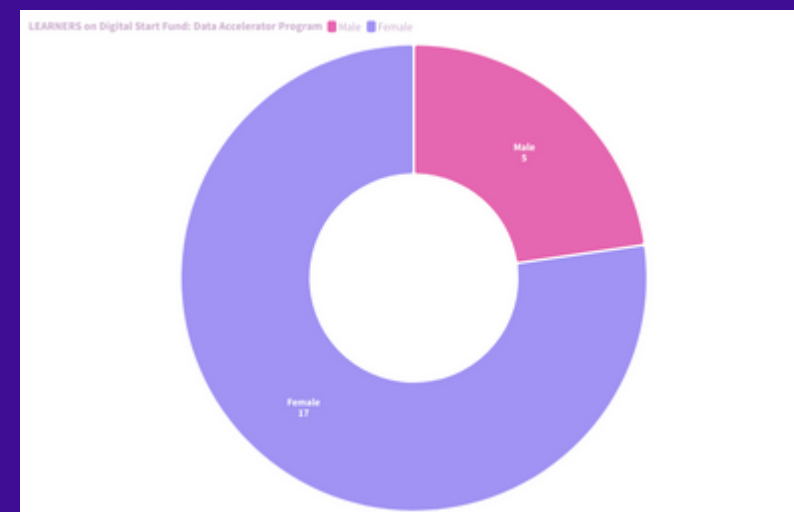
EMPLOY

Our end goal is to support learners with good quality jobs. That could be offering them positions directly or adapting existing programs to be more flexible (Returner, Apprenticeships or Graduate)

SENSE OF BELONGING

Data Accelerator Program (Jan to May 2022)

Funded by Digital Start Fund, initially for 10 Weeks, this program was designed to develop analytic, collaborative, and creative problem-solving skills. Using business applications (Excel, Power BI) and (Python) and applied statistics. When the funding finished we supported an additional 6-week work project and continued to work with our learners to gain employment. We are pleased to say our latest learner from that program has just started working at S&P Global. He joins others from that cohort working in a variety of data analysis roles with Sports Scotland, Morgan Stanley, DC Thomson and organisations throughout Scotland.



The data from our programs demonstrates that by designing innovative skills programs we can support disadvantaged individuals into employment. Through our programs we have placed refugees, migrants, people with disabilities, BAME into roles with an amazing 76% of those successes being females. Alumni now employed as web developers, business analysts, project managers, data analysts, full stack developers, UX designers, digital marketers and in a non exhaustive range of different digital roles.

The obstacles and barriers faced by the Ukrainian community are no different to any group we have worked with previously. However, by accepting such a huge number of highly skilled, university educated, predominately female individuals to Scotland and at the same time cutting digital skills funding has turned a charitable act into a crisis.

*The latest **Red Cross Report** highlights the situation we face. The choice is stark: keep the status quo effectively barring skilled refugees from work and in poverty or work together with a willingness to be flexible and innovative to provide practical solutions and give individuals the dignity of work and a sense of belonging.*



FRANK, CODE DIVISION FOUNDER

Click above for the Podcast: Bridging the Digital Divide with Bianca and Frank

GET IN TOUCH



We would love to collaborate with your organisation to make a difference. Use the button below to make initial contact and be part of the solution.



DATA FOR GOOD

The skills pipeline should be driven by data. As well as the sources detailed below we collated our own data. Thanks to Varya and those in the Ukrainian community who were able to get us data on the wide range of skills and professions through their community channels including; web developers, data analysts, accountants, doctors, engineers, lawyers and teachers. This corresponded with the data we obtained from the UK Humanitarian Response survey. Thanks also to our alumni Ester and Kelsey who had collated the college data as part of their wider report on female participation on digital courses in schools, colleges and universities. We also utilized surveys of our own on where our ex learners are now, feed forward information from potential learners and data from learners themselves. All to ensure we improve our reach and continue to place learners at the centre of our programs.

[In Fact Scottish Funding Council](#)

[UK Humanitarian Survey April 2022](#)

[UK Humanitarian Survey Follow Up Aug 2022](#)

[UK Humanitarian Survey Follow Up Nov 2022](#)

[CIPD Employer views on skills policy in Scotland May 2022](#)

[Scotland IS Tech Survey 2022](#)

[Scottish Govt: Ukraine Sponsorship Scheme Statistics Feb 2023](#)

[UK Govt Ukraine Sponsorship Scheme: Visa data by country Feb 2023](#)

[Scottish Technology Ecosystem Review: Towards The Tipping Point Nov 2022](#)

[Red Cross Report Accommodation Ukrainians in Scotland March 2023](#)

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