



**POLICY AND RESOURCES SCRUTINY COMMITTEE –
17TH APRIL 2012**

SUBJECT: YOUTH UNEMPLOYMENT TASK AND FINISH GROUP

REPORT BY: DEPUTY CHIEF EXECUTIVE

1. PURPOSE OF REPORT

- 1.1 To inform Members of the findings of the Youth Unemployment Task and Finish Group and make recommendations.

2. SUMMARY

- 2.1 In February 2011 Council agreed to establish a task and finish group to consider youth unemployment that would report to both Policy and Resources and Regeneration Scrutiny Committee's.
- 2.2 The review groups' terms of reference were to:
- Understand the context of youth unemployment.
 - Map the current programmes to assist young into employment.
 - Identify and discuss the barriers to employment and skills gaps.
 - Agree actions for improvement.
- 2.3 This report outlines the main findings of the review group and makes a number of recommendations for consideration.

3. LINKS TO STRATEGY

- 3.1 The operation of Scrutiny is a requirement of the Local Government Act 2000.

4. THE REPORT

Task and Finish Group Membership

- 4.1 The review group members were as follows:

Councillor G. Jones (Chair)
Councillor H.A. Andrews
Councillor D.T. Hardacre
Councillor K.V. Reynolds
Councillor J.O. Evans
Councillor M.J. Prew
Councillor M.E. Sargent
Councillor L. Hughes
Councillor K. James

4.2 In addition Members would like to thank Jess Tarling, a young persons representative from the Council's Hub service, for her contribution during the review.

Background

4.3 The UK uses two measures of unemployment. One is the claimant count that shows the number of people claiming unemployment related benefits. The other measure comes from the Labour Force Survey that is based on standards set out by the International Labour Office (ILO).

4.4 The Labour Force Survey (LFS) is a household survey that collects information on the labour market. Data are collected on respondent's personal circumstances and their activities in the labour market. Since 2001 the LFS has been boosted in Wales by the Annual Population Survey (APS) to give a sample of 20,000 households.

4.5 There are three standard categories for respondents:

- In employment - as employees, self-employed, on Government supported training and employment programmes or as unpaid family workers.
- ILO unemployed - defined as all those who were without a job at the time the survey was conducted and who were able to start work within the next fortnight and had actively looked for work in the last four weeks or had recently found a job and were waiting to start.
- Economically inactive - including those looking after a house, those in retirement and children aged under 16 years, but also including those without work who are not actively seeking or available for employment.

4.6 Youth unemployment is defined as those aged between 16 and 24 years old. In the early 1990's an additional definition was created, that identified those aged between 16 and 18 years old, who are not in education, employment or training (NEET). Recently the term NEET has also been used to refer to young people aged 16 to 24 years old.

Findings

4.7 The review group received comprehensive statistical data on youth unemployment in order to give them an overview of the current situation. Members learned that Caerphilly county borough has a higher claimant count for unemployment benefits when compared to Wales as a whole. For June 2011 the claimant count for residents in Caerphilly aged 16 – 64 was 4.8% in comparison with 3.8% for Wales.

4.8 In contrast the following table shows a comparison between the claimant count for ages 16 to 24 years old and the unemployed identified in the annual population survey for Caerphilly.

Date	Claimant Count	Annual Population Survey	
		ILO Unemployed	Economically Inactive
June 2009	10.5%	13.6%	33.4%
December 2009	10.8%	18.2%	31.3%
June 2010	9.2%	17%	34.6%
December 2010	9.4%	13.3%	37.8%

4.9 The review group were interested in the length of time young people are claiming unemployment benefits, the following table shows the duration and compares Caerphilly with Wales as a whole.

Date	Claimant Count					
	Up to 6 months		Over 6 months and up to a year		Over 1 year	
	Caerphilly	Wales	Caerphilly	Wales	Caerphilly	Wales
June 2009	7.3%	5.4%	2.4%	1.4%	0.7%	0.2%
December 2009	7.5%	5.6%	2.2%	1.2%	1.1%	0.4%
June 2010	5.5%	4.2%	2.1%	1.2%	1.6%	0.6%
December 2010	7.7%	5.3%	0.9%	0.6%	0.9%	0.4%
June 2011	7%	4.7%	2.1%	0.3%	0.3%	0.2%

4.10 Members questioned how many people leave the claimant count to go into employment and asked if they are just moved around the system, for example entering into a training scheme. However it is not possible to obtain the data to determine how many people this would apply to.

NEET

4.11 The review group were informed that the proportion of 16 – 18 year olds who are NEET in Wales has remained consistent over the past decade at around 10 - 12%, or 12,000 young people.

4.12 Members were concerned that most unemployed people aged 16-18 years old are not shown in the claimant count, unless they are estranged from their parents or are in hardship. It is assumed that parents or guardians support the majority of unemployed aged 16-18 years old. Therefore making it difficult to have an accurate figure of youth unemployment among this age group.

4.13 A review of the Caerphilly pupil destinations for 2010 (year 11) was carried out by Careers Wales. During that year there were 2278 pupils in the cohort, made up of 49% males and 52% females. The outcome of the review showed the following:

- 81.7% stayed in fulltime education (85.1% girls & 78.2% boys).
- 6.5% entered non-employed work based training.
- 0.4% (8 pupils, all boys) entered work based training with employed status (inc apprenticeships).
- 1.05% entered employment (24 pupils)
- 6% were NEET.

4.14 The review group were informed that it is also important to understand that there are a number of reasons why people are not in education employment or training. In some cases people may be taking a planned education or career break, or are staying at home to raise children.

4.15 However the review group learned that NEET's are more likely to experience the following:

- Homelessness.
- Abuse.
- Addiction issues.
- Self harm.
- Depression.
- Low aspirations.
- Low motivation.
- Attitude issues.

- Trust issues.

4.16 Members agreed it is important to address youth unemployment at an early stage to prevent young people from becoming disengaged. In addition studies have shown that early unemployment can also adversely affect a person's longer-term employment and earning potential.

Support

4.17 The review group received information on some of the support available to young people provided by the Council. The support available includes the following:

- PreVent – provided by the Education 14-19 unit.
- Stepping Stones – provided by the Social Services Leaving Care Team.
- Genesis 2 Wales – provided by the Genesis Team.
- Bridges into Work - provided by the Genesis Team.
- Working Skills for adults - provided by the Genesis Team.
- Basic Skills in the Workplace - provided by the Genesis Team.
- Work Clubs – provided in Communities First areas.

PreVent

4.18 Since 2009 the 14-19 Unit have targeted year 11 school leavers who are at risk of becoming NEET when they leave compulsory education. The Unit work with the Senior Management Teams and Heads of year 11 at all 14 Secondary Schools in the county borough to identify those children at risk.

4.19 The young people who enrol on the programme are supported by learning coaches who offer intensive coaching and mentoring. The review group asked for further details of the number of young people involved in the programme this year. Members were informed that in 2011 out of 2250 possible school leavers, 220 became involved in the programme. From the 220 involved, 140 went onto further education, 20 remained in sixth form and the remainder went to training providers.

4.20 The Unit have also commissioned Educ8 Training to provide a work based learning programme over a seven-day period, followed by a seven-day work placement. Members asked for further information on the training and courses offered during the learning programme. The review group were informed that they aim to identify what the participants are interested in. They offer generic work based training such as CIEH, Food Safety, First Aid and other health and safety training.

4.21 The review group were informed that in the past the Unit have secured work experience placements in the private sector. However during the past year these placements have been difficult to secure. Fortunately the gap has been filled by placements within the Council.

4.22 These placements were in areas such as Building Maintenance, Fleet Management, Flying Start, Information Technology and Refuse and Cleansing. Members asked if the Councils Apprenticeship and Trainee Scheme had made a difference. They were informed that without the assistance of the scheme it would have been very difficult to secure training placements.

Stepping Stones

4.23 The review group were informed of the support provided to young people in the care of Caerphilly County Borough Council by the Councils Social Services Leaving Care Team. This team has a statutory responsibility to assist young people in their transition from Care to supported or independent living.

4.24 In order to assist young people the team have developed the Stepping Stones Project with the aim is to find them work experience placements. The review group were informed that

there have been some difficulties appointing a co-ordinator to manage the project, but a new member of staff took up the position in November 2011.

- 4.25 Members asked for details of the age ranges of young people involved and the number who receive support. There are 138 young people supported by the team aged between 16 -24 years old. These are broken down into the following:
- 72 young people aged 16 & 17 who are either in school, further education or NEET - 19 of which are classified as NEET but a significant number in education are at risk of becoming NEET so would be eligible for Stepping Stones.
 - 7 young people aged 16 & 17 who have left care and in supported living accommodation.
 - 66 aged 18/19 & 20 some of which can access the scheme. 37 classified as NEET but 4 placed out of county.
 - 2 are classed as section 24 and do not qualify for support from Leaving Care services but can seek advice and assistance from the Local Authority
- 4.26 Members were pleased to note that 3 young people supported by the team are currently studying at University with a further 5 planning to go next year.
- 4.27 The review group asked for clarification on overlaps between Stepping Stones and PreVent. Members were informed that a spreadsheet is maintained to show all young people involved in the two schemes to ensure that duplication is avoided. There will be collaboration between the two teams to ensure that young people receive the most appropriate types of support for their needs and ability.

Community Education - Genesis

- 4.28 There are currently four projects run by the Community Education Genesis Team that are funded through the European Social Fund (ESF). The review group received a breakdown of the people who receive support across the 4 projects and the nature of the support provided. Members were informed that the projects are often provided in community venues such as church halls, libraries and community centres.

Genesis 2 Wales

- 4.29 This project works in partnership with Flying Start and concentrates on engagement, soft skills and low-level qualifications. The aim of the project is to overcome barriers to employment by childcare and transport. The team of advisors provide mentoring and support to 1094 participants.
- 4.30 There are no age restrictions on those eligible however 373 are young people aged 16-24 years old. The review group were informed that to date 207 have gained qualifications, 56 have gained employment and 165 have moved on to further learning.

Bridges into Work

- 4.31 This project supports economically inactive and unemployed people into training, education and employment. The project delivers a range of activities including IT, basic skills, languages, CV workshops, interview techniques and vocational qualifications.
- 4.32 The project has a team of advisors providing one to one support and mentoring to those taking part. The project is funded by a £800,000 ESF grant that will run out in August 2012, however a bid for further funding has been submitted to extend the project until December 2014.
- 4.33 The project has supported 2432 learners to date and 155 were young people aged under 19 years old. The review group were informed that 820 people gained qualifications, 139

moved into employment, and 72 went into further education.

Working Skills for Adults

- 4.34 This project supports working people to increase confidence, improve skill levels, change careers and sustain employment. The project delivers a range of activities and qualifications as provided under Bridges into Work.
- 4.35 The project also provides advisors that give one to one support and mentoring. The project commenced in January 2009, and will cease in December 2014 funded by an £1.1 million ESF grant.
- 4.36 To date 1007 local residents have received support and 30 were young people aged 16 – 19. The review group were informed that 270 have gained qualifications with 27 making a positive job change.

Basic Skills in the Workplace

- 4.37 This a recent project, established following the Welsh Governments 'Employer Pledge'. The project began in October 2011 and its aim is to increase basic skill levels within the workplace.
- 4.38 The review group asked about the uptake for this new project and were informed that at the moment the numbers are low, as many employers are unwilling to sign up in the current economic climate.

Job Centre Plus (JCP)

- 4.39 The review group received a presentation from the Partnership Manager for Job Centre Plus. This outlined the changes to the benefit system planned over the next 4 years. A scheme entitled 'Get Britain Working' will consist of a number of elements aimed at making it easier for unemployed people to gain work experience, and consist of the following:
- Work Clubs - there are 15 clubs throughout the county borough that operate independently from JCP and are run by Communities First in the main.
 - Work Together - this will mean less red tape for those volunteering.
 - Work Experience – this is voluntary but becomes mandatory once a participant agrees to take place. There is 2 - 8 weeks work experience and initially applied to 18-24 year olds who have been on job seekers allowance (JSA) for 13 weeks or more. Since October 2011 this now applies to those aged 25+ and 16 & 17 years olds who are receiving hardship payments.
 - New Enterprise Allowance – this provides assistance with setting up business, and those taking part receive an allowance equivalent to JSA for 3 months and half rate for a further 3 months.
 - Mandatory Work Activity – this is aimed at those who are reluctant to take up work and involves 4 weeks of work at 30 hours per week.
- 4.40 The review group received information on the JCP Flexible Support Fund. During 2011-12, JCP introduced funding to develop local proposals aimed at reducing the number of Jobseekers Allowance claimants before they become eligible for the Work Programme (generally up to nine months unemployed). The Councils' Fast Forward unit in Blackwood has been successful with three proposals (two in partnership with Merthyr Tydfil and Blaenau Gwent, with Tydfil Training acting as lead). The following projects commenced in January 2012 and will run until the end of May 2012:
- Employability - A series of two-week intensive jobsearch and related skills training for 100 relatively new claimants in groups of up to 12 (ideally those that have been unemployed for 0-4 weeks). The course includes three one day training modules drawn from first aid,

manual handling, customer service and health and safety. The course is not aimed specifically at 18-24 year olds, but most of the referrals from the job centre tend to be in that age range.

- Next Steps - This project provides one to one mentoring for 30 ex-offenders, lone parents and older people. Some referrals have been younger people, but again this project is available for all ages.
- Outdoors - This is a series of two nine-week training courses for 18-24 year old JSA claimants, including a six-week work experience placement (fitting neatly within Tier 1 of the Council's Apprenticeship Scheme) in one of the Council's outdoor teams - Countryside, Parks, Waste Management and Pride in your Place. The course also includes a one week accredited training course, such as fork truck licence, spraying and dry stone walling, which should be of great value to a young unemployed person.

4.41 There are also a number of other changes to the benefits system planned for the next few years, which include incapacity benefit reassessment, changes to lone parents support and the introduction of universal credit. All these changes mean that more people will potentially be seeking work at a time when there are fewer jobs available.

Council Apprenticeship And Trainee Scheme

4.42 Members learned that the Council has a top-heavy workforce demographic, with more than 30% of staff over 50 years old and only 4% of the workforce aged between 16-21. This means that the Council could be exposed to a skills gap unless career opportunities and pathways are created. If an employee retires there may be an opportunity for an apprentice or trainee in that post.

4.43 The review group were informed of the progress with the Council's Apprenticeship and Trainee Scheme, which is funded by the £475,000 budget allocated from salary savings. Members learned that the scheme is structured into 4 tiers, as follows:

- Tier 1 – this is a short-term placement of 1 to 8 weeks in duration and in total 52 young people were given placements.
- Tier 2 – these were made up of longer-term placements of up to 1 year made up of a few days per week. In total 26 placements were made. The young people were referred from further education colleges and Educ8 and also by working in partnership with ACT and ITEC training providers.
- Tier 3 - there were 54 apprenticeship posts created across the Council in a number of areas, and many more areas taking part. Members learned that Heads of Service have been asked to consider apprenticeships in their service area when vacancies become available. This has resulted in non-traditional apprenticeships being created in areas such as Media, Youth Service, Engineering, Marketing, Customer First and IT along with the more traditional areas such as the Direct Labour Organisation.
- Tier 4 – these are graduate posts and are generally taken up by 22-23 year olds and at present there are 12 posts within the Council. These posts are located within Engineers, Environmental Health, Ecology and Waste Management. Members asked if there is the potential to offer permanent posts in the future, it was noted that it is hoped they can be offered posts although nothing can be guaranteed.

4.44 The review group discussed the monitoring and reviewing of the scheme, in order to improve and develop it further. Members noted the following issues:

- The current job application for the Council is standardised regardless of the job type. There is no simple application form for apprenticeships, which can be off putting to young people applying for their first job.
- The funding for the scheme is not sustainable, at present there is one and half years of funding available. There is a projected cost of £1 million to run and deliver the scheme.
- Human Resources have been running the scheme and have found there has been a great amount of demand placed upon staff time in mapping existing provision within the

Council and making connections with external training providers and colleges.

- There have been changes to legislation allowing agency workers to apply for internal job vacancies. This will also be extended by the Council to include those on work experience.

- 4.45 The review group discussed the issue of funding for this scheme in future, it was clarified that the funding in many cases has been used to pump prime the scheme in some service areas. It is hoped that this will give heads of service the time to identify funding from within their revenue budget, thereby negating the need for additional funds in the future.
- 4.46 Members noted that tier 1 and 2 do not require funding as these are trainee and work experience placements and the participants are placed by colleges and training providers as part of their qualification requirements.
- 4.47 The review group agreed that this was a fantastic initiative and is important for the Council to continue as part of its workforce succession planning for the future.
- 4.48 The review group discussed the role of the private sector in providing opportunities to young people and how elements of this scheme could be replicated. Members considered if there was an opportunity to insert clauses into commissioning contracts for private providers of care to offer training placements.

Barriers To Public Sector Employment

- 4.49 The review group received a presentation on a research project undertaken by Torfaen County Borough Council. The project looked at barriers to accessing public sector employment and interviewed a number of people to determine their views. The project was specific to Torfaen area and interviewed people of all ages and qualification levels.
- 4.50 There were a number of issues were identified by the project and the following were of particular interest to CCBC:
- Suitability of application forms – it was felt that they are often seen as overly complicated and off-putting.
 - Advertising of job vacancies – respondents felt that it was difficult to differentiate between Councils. In addition as many people often seek work with neighbouring councils they reported that it is difficult to trawl through each of the councils websites to find vacancies.
 - Clarity of Information – many respondents felt that the use of language and jargon in job descriptions made it difficult and off-putting to potential applicants. In addition the person specification often seemed to be looking for a particular person rather than what the job actually requires.
 - Too important – many people felt that public sector work was too important and they weren't qualified to even apply. This showed a lack of understanding of the range of job opportunities for people within a local authority.
- 4.51 The review group discussed the wider public sector and how the Councils partners were approaching the issue of youth unemployment. They considered that there is an opportunity to showcase the Councils apprenticeship and trainee programme amongst its partners.

Barriers And Skills Gaps

- 4.52 The review group carried a workshop and invited representatives from the Youth Hub, National Training Federation Wales, Associated Community Training (ACT) and ITEC Training to take part. The groups considered the following questions in relation to young people:

Question	Responses
What are the barriers to employment in the county borough?	<ol style="list-style-type: none"> 1. Application process – level of detail, feedback process, panel interview, experience of interviewers, jargon and person specification criteria. 2. Low educational achievement - need to develop expectation introduce practical vocational element. 3. Young people not work ready. 4. Transport – accessibility & availability. 5. Hours of Work – part time & vocational. 6. Topography of some areas. 7. Childcare. 8. Younger people have an older person concept of local authorities.
What could be done to reduce/remove barriers to employment?	<ol style="list-style-type: none"> 1. Application process could be made easier. 2. Getting young people to apply – tackle perception that only those highly qualified can apply. 3. Promote local government as a career.
What are the main skills gaps reported by employers?	<ol style="list-style-type: none"> 1. Customer service. 2. Literacy and numeracy. 3. IT skills. 4. Confidence. 5. Interview skills. 6. Experience. 7. Communication. 8. Soft Skills – Attitude, work ethic.
What can be done to provide opportunities for young people to overcome these skills gaps?	<ol style="list-style-type: none"> 1. Voluntary work – to gain experience. 2. Job clubs – targeted at specific age/peer groups. 3. Mapping of job clubs. 4. Engage with private sector. 5. Self employment. 6. Firewalls at public libraries – sometimes deny access to sites when searching for jobs. 7. Mentors for new staff. 8. Develop apprenticeship scheme in private sector. 9. Develop employment skills in schools.

Opportunities

- 4.53 The review group were informed that officers from Regeneration and Business Support have recently met with representatives from Morrisons Supermarkets to discuss the new store planned for Bargoed. They discussed the employment needs of the new store in terms of qualifications, skills and experience. The meeting was useful and officers were able to identify the range of jobs that will be available and are looking to develop training for local people to match the needs of the new store.
- 4.54 Members were impressed with the proactive approach to meeting the needs of the new employer and would like to see more of this in future.
- 4.55 The review group was informed that CCBC officers are working with Caerphilly Business Forum to develop a private sector apprenticeship scheme, building on the success of the Council's model. The intention is to provide a co-ordinator who can assist local businesses to access the appropriate funding and support they need to take on an apprentice. It is hoped that JCP Flexible Support Fund can be utilised to enable the project to proceed.
- 4.56 Members felt that it is important that businesses in the county borough are able to access funding and maximise the number of apprenticeships available.

Recruitment And Employment Law

- 4.57 Members discussed how the apprenticeship and trainee scheme must comply with recruitment and employment law. They were informed that following consultation with legal services, the Human Resources and Organisational Development division have clarified how adverts for apprenticeships will be worded. The advert will state '*The National Apprenticeship scheme is a fully funded post, focused on providing opportunities to those not in education, employment or training with an added focus on school leavers, however anyone of any age can apply. The funding is also targeted towards individuals that do not have qualifications above level 1 on the Qualifications framework as the post is tailored towards someone who can undertake a level 2/3 Apprenticeship Programme.*'
- 4.58 The review group were also informed that the Council must ensure there is consistency and compliance in respect of the following:
- Job description and person specification.
 - Genuine occupational qualifications.
 - Advertising.
 - Shortlisting, interviewing and selection.
 - Access to learning and development.
 - Ending of employment.

Conclusions

- 4.59 The Review group concluded that:
- 4.59.1 The percentage of young people aged 16 –24 who are unemployed in the county borough is almost double that of those aged 16 -64. The Council is a major employer in the area and should look at ways to boost employment, skills and training for young people both directly and indirectly.
- 4.59.2 Further education colleges and training providers need to identify work placements for students to enable them to complete their courses. There has been variable success across the Council in the past and the involvement of People Management and Development has helped to identify additional places this year. This has been particularly helpful during a time when the private sector has been unable to provide many places.
- 4.59.3 There are a number of good schemes and projects throughout the Council to support young people. It is only since the development of the councils Apprenticeship and Trainee Scheme have these projects been mapped and cross-referenced.
- 4.59.4 The Councils workforce demographic is top-heavy with over 30% of staff in the 50 years plus category. There is a risk to the Council if a significant proportion of this age group decide to retire over a short period of time.
- 4.59.5 The Apprenticeship and Trainee Scheme is an excellent project and has encouraged heads of service to look at creating apprenticeships in areas where none have been provided in the past. However members concluded that it is not sustainable in the longer term and no guarantees of further funding can be made. Therefore using the funding to pump prime apprenticeships and build them into existing revenue budgets is the best way to ensure their future provision.
- 4.59.6 The one size fits all application form is not suitable for all jobs in the Council. Members concluded that there is too much jargon and it is overly complicated in respect of apprenticeship posts, this can put off potential applicants.
- 4.59.7 The feedback from people applying to the Council has shown that there is room for improvement in communicating with young people.

4.59.8 There are opportunities to obtain grant funding to support and train unemployed people. The Council should take advantage of this and develop proposals in a coherent and planned manner.

5. EQUALITIES IMPLICATIONS

5.1 An Eqla screening has been completed in accordance with the Councils' Equalities Consultation and Monitoring Guidance and no potential for unlawful discrimination and/or low level or minor negative impact have been identified, therefore a full Eqla has not been carried out.

5.2 The review group were given an overview of recruitment and employment law in order to understand the context when seeking to boost youth employment on the county borough. Members were informed that the Equalities Act 2010 gives nine protected characteristics, which are:

- Age
- Marriage and civil partnership.
- Disability.
- Sex.
- Religion or belief.
- Pregnancy and maternity.
- Race.
- Gender reassignment.
- Sexual orientation.

5.3 Members learned therefore that any scheme to promote employment for particular groups must comply with equalities legislation. Therefore the Councils apprenticeship and trainee programme must be open to everyone. However specific targeting to 16-24 yr olds would be fine as long as there is evidence to show this age group has a particular problem such as lack of employment, skills etc. The policy should state the reasons for the targeting but remain open to everyone.

6. FINANCIAL IMPLICATIONS

6.1 There are no financial implications contained within this report.

7. PERSONNEL IMPLICATIONS

7.1 That the Council strengthens its succession planning arrangements.

8. CONSULTATIONS

8.1 There are no consultation responses that are not included in this report.

9. RECOMMENDATIONS

9.1 The review group recommend to Cabinet that:

9.1.1 The Council should look at ways to boost employment, skills and training for young people both directly and indirectly.

- 9.1.2 The Council investigate inserting clauses into commissioning contracts for third party providers to encourage companies to provide trainee placements.
- 9.1.3 The Local Service Board should include including 'addressing youth unemployment' as a priority in its single plan. The Councils approach to apprenticeships and trainee placements be adopted across the LSB. In addition the LSB look at inserting clauses into its third party contracts requiring companies to provide trainee places.
- 9.1.4 The Council improve its collaboration with further education colleges for the provision of work placements for students. In view of the variable success across the council in the past, People Management and Development should have an overview and intervene when there are difficulties.
- 9.1.5 As part of its improvement process the Council should strengthen its succession planning arrangements in order to ensure that it has trained and experienced staff available if a significant proportion of its 50+ workforce retires over a short period of time.
- 9.1.6 The Council should review its job application form and develop a simpler version to include apprenticeship applications.
- 9.1.7 The Council should improve its communication with young people in order to develop a broader understanding of the range of jobs available in the authority. This should include a post placement review of all apprenticeship and trainee placements.
- 9.1.8 The Council should seek to develop further proposals to take advantage of the full range of grant and income generation opportunities that may be available to support youth employment.
- 9.2 The review group recommend that Scrutiny Committee receive a monitoring report on the progress of the recommendations 6 months following their acceptance.

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 To improve youth employment in the county borough.

11. STATUTORY POWER

- 11.1 Section 21 of the Local Government Act 2000.

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