

TELFORD & WREKIN COUNCIL

CABINET - 9 JANUARY 2014

TACKLING YOUTH UNEMPLOYMENT – OUR COMMITMENT

REPORT OF ASSISTANT DIRECTOR: DEVELOPMENT, BUSINESS & EMPLOYMENT

LEAD CABINET MEMBER – CLLR SHAUN DAVIES

PART A – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 Supporting young people in the borough to have successful futures is a key priority and the Council. The pledges within this report underpin our commitment to ensuring that every 16-24 year old who is seeking employment or training is fully supported on their journey. The report sets out a comprehensive and integrated strategy to tackle youth unemployment and at the same time ensure the labour market is fit for purpose and meets employer's needs. Only with intervention can we sustain and improve well-being and growth across the borough. To be successful, this strategy needs to be developed with and owned by the Council, partners, agencies, training providers and the business community. However, this report proposes that the Council has a duty to take the lead in driving forward this strategy in its role as employer, provider of interventions and facilitator.

2. RECOMMENDATIONS

- 2.1 That Cabinet approve the proposed pledges and actions to tackle unemployment outlined in this report;
- 2.2 That Cabinet agree to additional funding to deliver pledges and actions as set out in Section 4.8 of the report;
- 2.3 That Cabinet grant delegated authority to the Assistant Director: Development, Business & Employment in consultation with the Cabinet Member for Neighbourhood Services, Employment & Skills to award any contracts necessary to deliver the actions set out in this report.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-operative Council priorities?	
	Yes	<ul style="list-style-type: none">• Improve health and wellbeing of our communities and address health inequalities• Protect and create jobs as part of a “business supporting, business winning council”• Improve local people's prospects through education and skills training• Protect and support our vulnerable children and adults• Put our children and young people first
	Will the proposals impact on specific groups of people?	
	Yes	There will be borough wide impact with a specific focus on 16-24 year olds, education providers and businesses.

TARGET COMPLETION/ DELIVERY DATE	The first phase of work will be completed January 2014.	
FINANCIAL/ VALUE FOR MONEY IMPACT	Yes	Based upon costings attached in Appendix 6, the total investment required to deliver the pledges detailed within this report over the two years 2014/15 and 2015/16 is £1,304,730. It is proposed to fund this investment from the anticipated early delivery of savings in 2014/15 as explained in the Service and Financial Planning Strategy report also on this Cabinet agenda. Further financial details are provided at paragraph 4.8 of the report.
LEGAL ISSUES	Yes	The Council's statutory duty to provide education and/or training currently extends to 16-19 year olds, however the Council can rely upon section 111 of the Local Government Act 1972 which allows the authority to do anything which is calculated to facilitate, or is conducive or incidental to its statutory functions to extend the current and any future schemes to cover 20-24 year olds. The exercise of the power will also be subject to express statutory restraints such as the public sector equality duty, procurement and state aid rules.
OTHER IMPACTS, RISKS & OPPORTUNITIES		None
IMPACT ON SPECIFIC WARDS		The proposals will have a borough wide impact but this will be greatest in those wards where there are highest concentrations of youth unemployment including Cuckoo Oak, Woodside, Malinslee, Haygate, Brookside and Donnington. (A detailed breakdown of youth unemployment represented by job seekers claimants by ward is available in Appendix 2)

PART B – ADDITIONAL INFORMATION

4. INFORMATION

4.1 Youth Unemployment – The Data

4.1.1 According to the Office of National Statistics (ONS), youth unemployment (16 to 24 year olds) is currently at 32.1%, above both the regional (24.6%) and national (20.8%) rates. This is equivalent to 3,700 people aged 16-24 being unemployed in the borough. Long-term unemployment for 18-24 year olds is also an issue in the Borough, with 22.7% of all those claiming Job Seekers Allowance (JSA) claiming for over 12 months. There is a strong correlation between those 16-24 year olds claiming JSA and our most deprived wards or Targeted Intervention Areas as shown in Appendix 2.

4.1.2 We are aware that ONS data carries a margin of error of up to 9.4% and for this reason considerable effort has been put into understanding our local data set in more detail (see Section 4.5). However there is no doubt that a large percentage of young people within the borough need our support to help them into effective training and employment.

4.2 Social Implications

4.2.1 Youth unemployment is more prevalent in our Targeted Intervention Areas. Evidence also suggests that people who are unemployed at a young age are more likely to:

- Be unemployed and welfare dependant later in life
- Be paid less in later life
- Suffer from mental and physical health problems and
- Get involved in anti-social activity including drug offences and criminal activity

4.2.2 As such unemployment can seriously impact on the future prospects of individuals, create divisions between communities and provide challenges for the Council as it is likely that these people will require a range of support from services across the Council over a number of years. Overcoming barriers to employment is at the heart of resolving many social problems as well as being essential to the future prosperity of the borough.

4.3 Responding to Business Needs

4.3.1 With the population projected to grow dramatically over the next two decades by more than 30,000 people, it is vital that we have the available skilled workforce and jobs.

4.3.2 In January 2013, the Council undertook a survey with local businesses to gain an understanding of skills needs, recruitment issues and business support needs affecting employers throughout Telford and Wrekin. The survey highlighted that employee retention, skills shortages and hard to fill vacancies (19% of businesses) are ongoing issues and there is a concern with a lack of basic employability skills.

4.3.3 Survey findings of particular relevance to youth unemployment are as follows:

- Investors want to be able to access a ready and skilled workforce – skills are top of the investor shopping list
- 81% of businesses do not employ apprentices (across all sectors). Businesses surveyed locally reported both a lack of understanding of apprentice frameworks but also a disinterest in this route and that despite trying to recruit an apprentice they have been unable to find suitable candidates
- Many SMEs (which make up more than 60% of the local business base), may not have sufficient work to employ an apprentice full time or the time/capacity to provide adequate mentoring and coaching
- 64% of businesses expressed an interest in more information about Traineeships
- A lack of basic employability skills was a recurring theme
- 17.8% of all employers use word of mouth to recruit, which limits the range of potential recruits. Recruitment Agencies play a key role in reducing youth unemployment as 1 in 8 employers use them to meet their recruitment needs
- 28% of businesses have recruited at least one young person (age 16-24) in the last year;
- There are retention issues across most sectors (for all ages)

4.4 Existing Interventions

4.4.1 There is already work underway by the Council and partners to address youth unemployment in the Borough including; work in the targeted intervention areas, FutureFocus, Strengthening Families, 'Spring Board', 'Turn Around', Youth Contract, Telford Employability Skills Solutions (TESS), working in schools to improve attendance and Job Junctions. A map of the existing provision from the Council and partners is included in Appendix 3 and shows the breadth of activity.

4.4.2 As an employer the Council has already implemented a number of interventions to tackle youth unemployment with the number of apprentices increasing from 28 in 2008 to over 100 currently.

4.4.3 However, the Council's current statutory duty to support young people into education and training only extends to 16-19 year olds and it is recognised that this level of support must extend beyond our statutory duty to include all young people in the 16-24 year old age group. Furthermore it is accepted that as youth unemployment figures continue to rise in the Borough we need to review the effectiveness of existing interventions, consider greater intervention in certain areas and most importantly ensure that this intervention is effective at overcoming the barriers young people face when seeking to secure employment.

4.5 Understanding the Data

4.5.1 Central to shaping an effective strategy for tackling youth unemployment is an understanding of who these young people are, their individual circumstances, and their barriers to employment or training. Only then can we identify effective interventions and allocate resources accordingly. In response to this, considerable work has been undertaken from August 2013 to develop our understanding of the 16-24 unemployed cohort involving the following actions:

- **Data Collation:** The collation of all the relevant data held by the Council on young unemployed people has identified approximately 2,800 unemployed 16-24 years olds in the borough of which 1,400 are able to work but do not currently have a job
- **Data Collection:** A secondee has been appointed from the Job Centre Plus (JCP) for 18 months to address confidentiality protocols which act as a barrier to understanding the 16-24 cohort. The secondee commenced their appointment on the 30 September and has been tasked with identifying our unknown cohort of unemployed young people with the aim being of having a record of every person within the Borough to allow us to target support and intervention. As at 11 December, 90% of 16-24 year olds who are signing on for JSA have given permission for their data to be shared with the Council, this is now being recorded and will be regularly monitored and this group contacted to offer appropriate support
- **RAG Rating:** A red, amber, green (RAG) rating system has been developed to enable officers to identify how close individuals are to the job market. Interventions are available for all clients but it is accepted that some clients may be unable to move into employment due to their specific circumstances which may involve for example caring responsibilities. Moving forward, every young person we come into contact with will be assessed so as to guide our support
- **Understanding Barriers:** A series of barriers to employment and training have been identified through consultation with clients and a review of case notes. The list of 24 potential barriers is set out in Appendix 5 and using this framework, we have attributed barriers to every young person on which we hold data. This exercise revealed that the top four barriers to employment for all clients in the 16-24 age group are:
 - No qualifications or poor educational experience
 - Motivation
 - No work history/experience
 - Confidence

This information will be used to target resources, inform strategy and provide support for individuals. The exercise of data collection is ongoing but has to date been vital in terms of identifying who these young people are, understating what their challenges are and most fundamentally determining how we can focus action to support them into employment or training.

4.6 Targeted Intervention – A Strategic Approach

4.6.1 Despite the interventions listed above, to date the Council has been largely passive in its approach to tackling youth unemployment. However, the Council is influential as a;

- Major employer in the Borough - we should lead by example through our employment and recruitment practices to support and provide opportunities for young unemployed people, and as Corporate Parents provide additional support for children in care as well as those with learning difficulties.
- Provider of interventions and a source of funding - we should have a direct and positive impact on tackling youth unemployment and at the same time ensure that these are aligned with our approach to working with business, providing solutions to meet business needs and promoting the Borough as an investment target through campaigns including 'Invest in Telford'.
- Prominent organisation - we should act as independent broker and facilitator, bringing together organisations to effectively tackle youth unemployment whilst also providing impartial advice and dedicated support to young people. We should also acknowledge and celebrate the commitment of our employers who pledge to tackle youth unemployment by providing additional support and helping to raise their profile locally, regionally and nationally. We have also have a role in lobbying government to address some of the systemic issues which act as a barrier to tackling youth unemployment around data sharing, inadequacies of DWP's Work Programme etc. In response to this a letter will be issued imminently to the Minister of State for Employment asking for support to tackle this issue.

In our capacity as 'employer', 'service provider' and 'facilitator & broker' the Council should be leading the way in tackling youth unemployment. In this context and in response to a review of existing interventions as well as emerging intelligence around barriers to employment, a series of pledges have been developed which establish a framework for action. See Appendix 1.

These pledges demonstrate our commitment to tackling youth unemployment and are underpinned by a detailed action plan which is summarised in Appendix 5 and provides further detail on how the Council will work to ensure that Our Pledges are delivered in practice.

An umbrella brand will be developed to bring together existing interventions, as well as those outlined in this report to ensure that young people and employers can more successfully identify support that is fit for their purpose and meets their needs. This will be underpinned by a comprehensive marketing and communications strategy as well as a virtual web based "one stop shop" for employability and skills which will be launched at the Jobs Fair in March 2014 at The International Centre.

This activity is fully supported by the proposals outlined in the 'Pride of Telford' report for which Cabinet approval is also being sought as well as the development of bespoke action plans for each of the Target Intervention Areas in which tackling youth unemployment will undoubtedly feature as a key priority.

Governance arrangements have been established and involve:

- A weekly working group meeting involving officers from across the Council to shape these initiatives
- A Strategic meeting chaired by the Assistant Director: Development, Business & Employment and involving officers from across the Council meeting every three weeks to provide strategic direction, address barriers and drive forward these actions

- A fortnightly meeting between the Cabinet Member for Cabinet Member for Neighbourhood Services & Employment and Skills, Director: Development, Business & Customer Service and Assistant Director: Development, Business & Employment to review strategy, approach and delivery against milestones
- Following Cabinet a partnership meeting, chaired by Bruce Grocott, will be established involving stakeholders from outside the council including DWP, training providers and employers to drive collaboration and broker solutions

4.7 The Role of the LEP

4.7.1 In recent months, the Local Enterprise Partnership (LEP) skills projects have been identified and will feed into the LEP EU Investment Strategy. For the 2014-20 funding programme the EU is encouraging an integrated approach to tackling barriers to work which might include a wide range of interventions from addressing issues of debt and money management to drug and alcohol dependency. There is a lot of focus on disadvantaged individuals and families in areas such as NEETS and other issues usually part of the cycle of deprivation.

4.7.2 The LEP is considering different models of delivery such as developing the capacity of social entrepreneurs and the social investment market, supporting local community grant type activity and bottom up activity for example through Community Led Local Development. Our Pledges detailed in the Action Plan attached as Appendix 6 aim to complement and build on this work and support the potential for funding opportunities in the future.

4.8 Financial Implications

4.8.1 In order to deliver the pledges outlined in Section 4.6 and detailed in the Action Plan attached as Appendix 5, additional funding is required over the two year period 2014/15 and 2015/16. Costings of the funding requirement are detailed and attached in Appendix 6 and summarised in the table below.

Total Estimated Costs			
	2014/15	2015/16	Total
Total Staffing Costs	£482,870	£487,130	£970,000
Total Non Staffing costs	£218,290	£116,440	£334,730
Total 2 Year Cost Projection	£701,160	£603,570	£1,304,730

4.8.2 It is proposed that the revenue investment to tackle youth unemployment, as detailed within this report, is funded from the early delivery of savings in 2014/15 as set out in the Service & Financial Planning Strategy report also on this Cabinet agenda. The unused element of the one-off funding generated in 2014/15 by the anticipated early delivery of savings will be used to create a provision which will be drawn down from to fund the remaining £0.6m expenditure during 2015/16.

5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

5.1 It is anticipated that there will be borough wide impact with a specific focus on 16-24 year olds, education providers and businesses. Addressing skills gaps and ensuring the education, training and support provided to our young people equips them for future jobs and new/expanding sectors, strengthens the borough's inward

investment offer and will support our existing businesses to expand and grow benefitting the whole borough.

6. **PREVIOUS MINUTES**

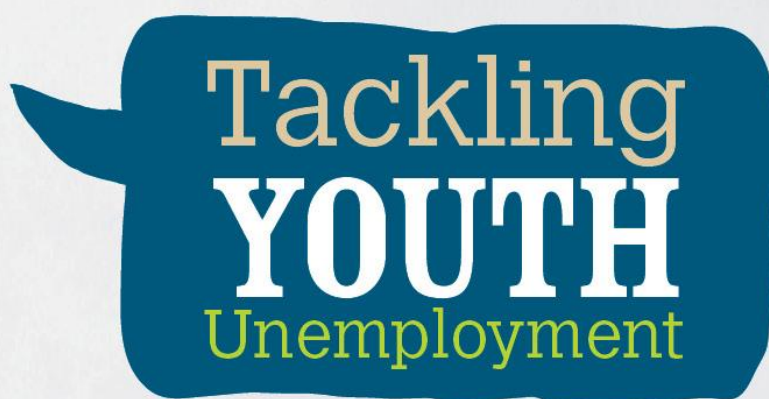
None

7. **BACKGROUND PAPERS**

None

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Our Pledges



Our role as an 'Employer'

Pledge 1

We will provide on an annual basis **100 work placements** across the council to those young people who have identified a lack of work experience as a barrier to employment. Placements will be for **12 weeks**, expose participants to a range of work across the authority and **include employability training, a guaranteed reference and ongoing support** into employment or training.

Pledge 2

We will provide a **minimum of 150 apprenticeships** and improve the quality of and access to our programme, offering a **wider range of experiences** and employment opportunities across all council services as well as outside of the Council.

Pledge 3

We will develop and implement a **reward scheme to incentivise positive performance** and ensure our apprentices and work placements are job ready.

Our role as a 'Service Provider'

Pledge 1

We will **know who these young people are and what their barriers are to employment** by adopting a single record client management system to drive intervention and support.

Pledge 2

We will develop a script for front line staff across the council and partner agencies so we can **effectively signpost unemployed people to the suite of support available** and ensure we own the support an individual's journey from start to finish.

Pledge 3

We will launch a rolling programme of **one to one support for 200 young people** by providing the opportunity to work with an **"Employment Coach"** to help them on their journey to employment - from support with filling in an application to helping you plan your journey to work – **we'll be there.**

Pledge 4

Through collaboration with Telford College of Arts & Technology (TCAT) we will **increase our number of Job Junctions** from 8 to 15 and opening times from 16 to 30 hours per week to **ensure provision in an area of need** and will **focus training and support on entrepreneurship and employability** linked to local labour opportunities.

Pledge 5

We will ensure **employment opportunities** for young people are **maximised through our external contracts with suppliers.**

Pledge 6

We will develop and **launch a brand to unify the range of initiatives** from the Council, partners and employers, available to support young people into employment or training.

Pledge 7

We will **launch a virtual, web based, one stop shop** to bring together employers and potential employees through interactive forums, you-tube postings by business leaders and young people who have overcome barriers to secure employment, listing of forthcoming job opportunities etc.

Our role as a 'Facilitator & Broker'

Pledge 1

We will **identify up and coming employment opportunities** with existing employers as well as those associated with new developments such as Southwater and will **upskill local people** to ensure they are **ready and able to access these opportunities.**

Pledge 2

We will **secure business ambassadors** who will **pledge to help address youth unemployment** directly through their own recruitment practice and indirectly through engagement with children and young people on local skills needs and will reciprocate this commitment through support and collaboration.

Pledge 3

We will launch an **'apprenticeship hub'** for local employers to reduce the administrative burden to employers, facilitate apprenticeship sharing across organisations and promote the financial and organisational benefits of "growing your own" through traineeships and apprenticeships and will launch a trainee/apprentice of the year award.

Pledge 4

We will **launch a jobs fair** at The International Centre in March 2014 at which there will be access to jobs, support with cv writing and employability skills as well as inspirational talks from business ambassadors and young people.

Pledge 5

We will work with schools, education providers and the community to **ensure young people are equipped with the knowledge to make informed decisions about their futures** based on up to date information on skills requirements now and in the future.

Pledge 6

We will **broker transport solutions** to ensure young people have access to employment centres or training opportunities including effective signposting and subsidising journeys where required.

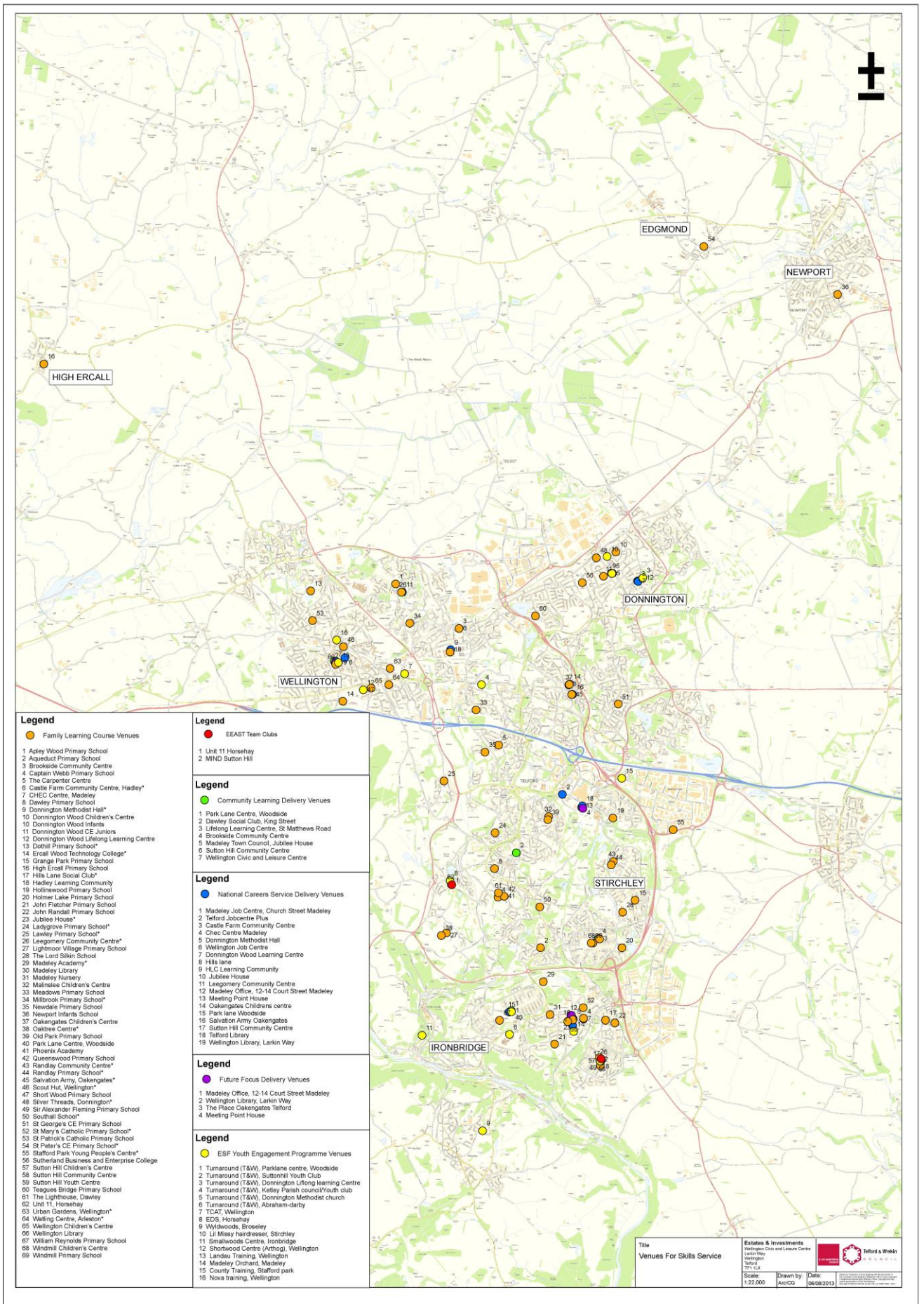
Appendix 2 - Youth Unemployment by Ward Summary - September 2013

The table below illustrates the number of persons aged 16-24 and claiming JSA in each ward as a percentage of the total population aged 16-24 for each ward in September 2013.

Ward	Sep-13	Sep-13			
		Less than 6 mths	6-12 mths	12+ mths	Total
Malinslee	16.9%	65	15	20	100
Cuckoo Oak	14.3%	40	15	15	70
Brookside	13.1%	55	15	20	90
Woodside	12.4%	45	10	30	85
Haygate	12.3%	20	5	10	35
Donnington	11.6%	40	10	20	70
Dothill	10.0%	10	0	10	20
Ketley and Oakengates	9.8%	45	15	20	80
College	9.2%	15	5	10	30
Dawley Magna	8.8%	50	15	20	85
The Nedge	8.6%	50	10	15	75
Hadley and Leegomery	8.5%	55	20	15	90
Lawley and Overdale	8.4%	30	0	10	40
Madeley	8.1%	25	5	5	35
Wrockwardine Wood and Trench	8.0%	30	5	10	45
St Georges	7.4%	25	5	10	40
Arleston	7.4%	10	10	5	25
Muxton	6.3%	25	0	5	30
Park	6.1%	5	0	5	10
Ercall	5.9%	10	0	0	10
Shawburch	4.8%	10	0	5	15
Horsehay and Lightmoor	4.6%	10	5	0	15
Church Aston and Lilleshall	4.4%	10	0	0	10
Newport North	4.3%	10	5	0	15
Apley Castle	4.3%	10	0	0	10
Priorslee	4.0%	15	5	0	20
Newport South	4.0%	10	0	0	10
Wrockwardine	3.6%	10	0	5	15
Ironbridge Gorge	3.3%	0	5	0	5
Ercall Magna	3.0%	5	0	0	5
Newport East	2.4%	10	0	0	10
Newport West	1.1%	5	0	0	5
Edgmond	0.6%	5	0	0	5
Telford & Wrekin		760	180	265	1205

Please note that the figures in the table above refer to the number of 16-24 year olds claiming job seekers allowance only. The overall unemployment borough estimates (3,700) are only available at a borough level and cannot be broken down further. The borough figure includes all economically active individuals i.e. not just those claiming job seekers allowance.

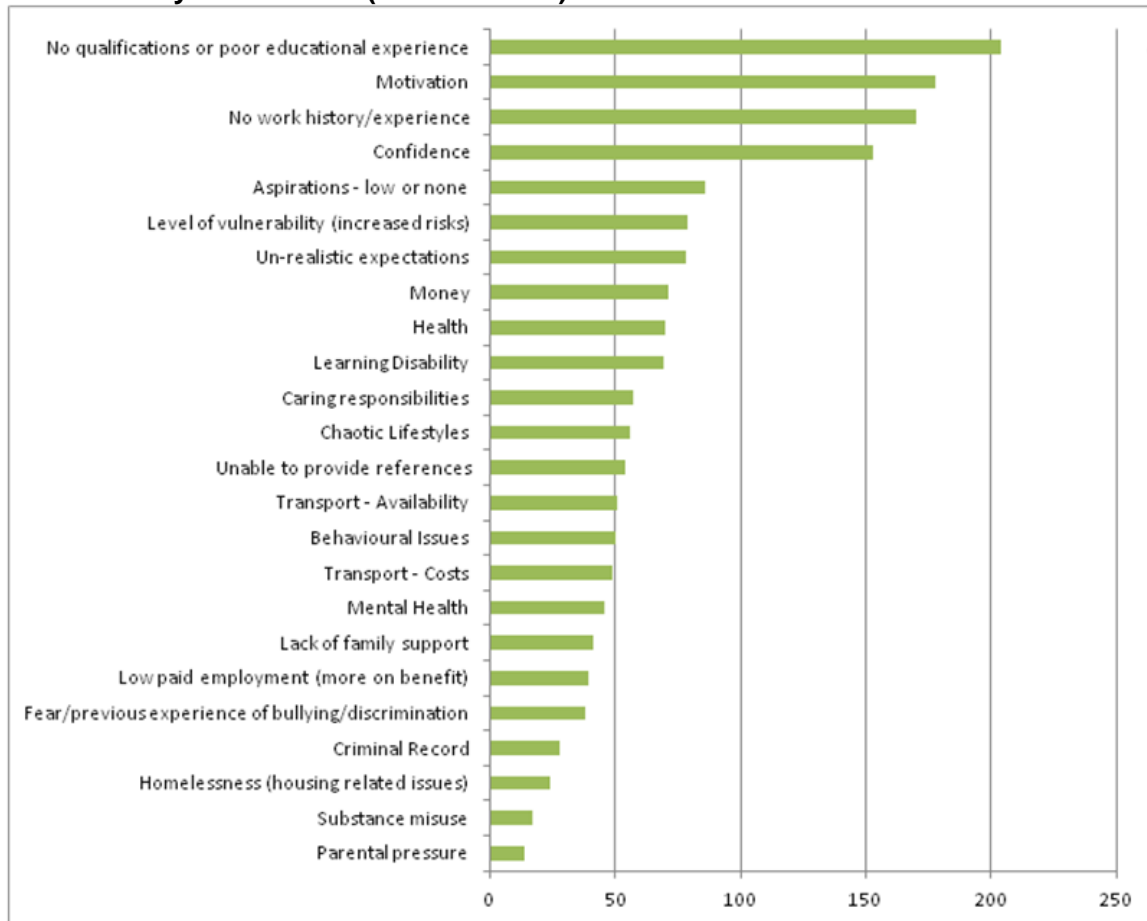
Appendix 3 – Map of Provision



Note: Job Junctions are currently available at: Dawley Social Club; Donnington Lifelong Learning Centre; Brookside Community Centre; Sutton Hill Community Centre; Meeting Point House, Telford Centre; Park Lane Centre, Woodside; Oakengates Town Council and Wellington Civic and Leisure Centre

Appendix 4 - Barriers Analysis

Barrier Analysis – overall (adviser rated)



These top 4 barriers are highly likely to be inter-related, with one directly affecting another.

Appendix 5 – Action Plan

Ref	Intervention	Rationale	Specific Actions	Lead Officer	By When
1a.	We will provide on an annual basis 100 work placements across the council to those young people who have identified a lack of work experience as a barrier to employment. Placements will be for 12 weeks, expose participants to a range of work across the authority and include employability training, a guaranteed reference and ongoing support into employment or training.	Exposure to work experience has been identified as a significant barrier to employment. As a major employer in the borough, covering a huge range of services, we have the potential to offer a wide range of good quality work experience. Our focus will be on the 16-24 age group, where a lack of work experience has been identified as a barrier to those who are uncertain regarding their destination or who are underperforming. We will also focus those people with learning difficulties, in care placements etc. As part of the work experience placement we will teach employability skills and provide a guaranteed reference.	Develop a comprehensive package of support for managers including the development of online training, through OLLIE	Lois Stewart	January 2014
			Develop a work experience programme that exposes the individual to different types of work across the authority, provides employability training and a guaranteed reference.	Lois Stewart	March 2014
			Develop a traineeship programme that sits alongside the Council's work experience programme and provides a route into an apprenticeship	Lois Stewart	March 2014
1b.	We will provide a minimum of 150 apprenticeships and improve the quality of and access to our programme, offering a wider range of experiences and employment opportunities across all council services as well as outside of the Council. We will ensure apprentices have the same access to job opportunities across the Council as any other employee.	No qualifications or poor education experience has been identified as a significant barrier to employment. We already employ over 100 apprentices but we have capacity to take on more and offer a greater variety of apprenticeships through the breadth of services we provide. As a major employer in the borough we need to lead by example. We will focus on those people in the 16-24 age group who have identified qualifications as a barrier to employment helping them to raise their skills to be successful on an apprenticeship programme. We will seek to incentivise them to perform to high standards in the work place as well as support them into a positive destination. We will also look at the demography of our apprentices, seeking to focus on people from our TIAs.	Explore options around a salary framework that reflects ongoing good performance of apprentices	Lois Stewart	February 2014
			Develop an internal online learning module for apprentices/employees providing self help learning channels	Lois Stewart	January 2014
			Review council employment practices to manage the recruitment of apprenticeships	Lois Stewart	May 2014

Ref	Intervention	Rationale	Specific Actions	Lead Officer	By When
1c.	We will develop and implement a reward scheme to incentivise positive performance and ensure our apprentices and work placements are job ready.	To incentivise positive performance.	Develop an awards framework which incentivises positive performance in financial and non financial ways	Lois Stewart	Early 2014
2a.	We will know who these young people are and what their barriers are to employment by adopting a single record client management system to drive intervention and support.	Collating and properly understanding our data has been key to developing targeted action but this has been an onerous process with data held in a range of different databases within and outside of the Council. In addition, there are still considerable gaps in our knowledge. Moving forward we need to have up to date and accurate information on individuals which is real time so that we can help target intervention and action and collect intelligence out in the field at Job Junctions, Job Centre Plus, Colleges etc. Robust data sharing protocols will enable us to get the support young people need in a timely manner and enable us to advocate as needed.	Develop and implement a new single record web based system to enable data share across authority and partners and tailor packages of support based on need	Richard Probert/Jackie Noble/Tara Foran	March 2014
			Develop approach with services across the Council to capture additional data on all interactions with young people to feed into Skills team	Sue Marston	End Dec 2013
			Collaborate with other Council services to develop a package of support for individuals (owning the journey of each individual from start to finish)	Sue Marston	January 2014
2b.	We will develop a script for front line staff across the council and partner agencies so we can effectively signpost unemployed people to the suite of support available and ensure we own the support an individual's journey from start to finish.	From our analysis of the 3,700 cohort of young people we are aware that individuals face a complex range of barriers to employment, many of which may be interrelated. It is clear that enrolling young people on endless courses is not going to overcome these barriers. If anything may further entrench an individual's opinion about training and employment.	Develop a coordinated approach across the Council to ensure young people aged 16-24 are supported in accessing the suite of support available to them (owning the journey of each individual from start to finish)	Sue Marston	January 2014
2c.	We will launch a rolling programme of one to one support for 200 young people by providing the opportunity to work with an "Employment Coach" to help them on their	Employment Coaches will provide one on one support to individuals, bringing together a suite of assistance and advice to overcome barriers and assist that person back into employment. The Employment Coaches will be a flexible	Recruit employment coaches to work with unemployed individuals aged 16-24, adopting a prioritised caseload approach.	Richard Probert	End January 2014

Ref	Intervention	Rationale	Specific Actions	Lead Officer	By When
	journey to employment - from support with filling in an application to helping you plan your journey to work – we'll be there.	and “hands on” role offering wide ranging support from help with completing a CV, planning a journey to a place of work, accompanying an individual on that journey or just being someone to speak to after a challenging day at work.			
2d.	Through collaboration with Telford College of Arts & Technology (TCAT) we will increase our number of Job Junctions from 8 to 15 locations and opening times from 16 to 30 hours per week to ensure provision in an area of need and will focus training and support on entrepreneurship and employability linked to local labour opportunities.	We know that “on location” support in the community is working with attendance at Job Junctions increasing all the time. On the back of this we propose to increase the spread and number of job junctions as well as the training and support offered with a particular focus on young people. We will provide programmes linked to local job opportunities as well as teaching basic employability skills and supporting progression onto further opportunities to gain skills and employment.	Work with training providers (inc TCAT) to extend “on location” training and support with a focus on employability, entrepreneurship, confidence building and securing qualifications	Richard Probert	January 2014
			Expand training provision for parents of unemployed 16-24 year olds to help them understand opportunities that are available and encourage their children to access learning and employment	Richard Probert	January 2014
2e.	We will ensure employment opportunities for young people are maximised through our external contracts with suppliers.	An inability to employ suitably skilled local labour has been identified as a barrier to investment and growth. At the same time we have a cohort of 3,700 young people who are unemployed. It is clear that these people are not making informed decisions about their futures, which will place them in a strong position to access employment opportunities. We need to work proactively with schools, training providers and employers to more effectively align teaching and training with the existing and future demands of the local labour market. For young people there are a myriad of potential routes available to them when they leave school but options are often confusing and challenging to navigate, especially when motivation and	Undertake a comprehensive review of the Council’s current ‘offer’ and finalise the list of existing interventions	Sue Marston	December 2013
			Deliver interventions workshop with partner organisations including JCP and training providers to understand the wider offer.	Sue Marston/Deb Byle /Rachel Humble	January 2014
			Consult with council apprentices about barriers to employment to ensure accuracy.	Deb Byle /Rachel Humble	October 2013
			Develop questionnaires/consultation forums to engage with young unemployed people and partners (inc. training providers) to assess gaps in the current offer and agree priorities	Sue Marston/Anne Goymer	End December 2013
			Fully analyse the findings of the Business Skills Survey, following up with further discussion with employers to inform the identification of gaps in skills/training provision and potential areas of jobs growth to inform all	Louise Harding/Vicki Ayton	Ongoing

Ref	Intervention	Rationale	Specific Actions	Lead Officer	By When
		<p>confidence are low. A poor decision at an early stage which fails to deliver a positive outcome for an individual can further undermine confidence and motivation. By helping young people make sense of the options available to them, based on sound data and a better understanding of the local employment market we can help people make informed choices about their futures and take positive steps which build motivation and confidence</p>	interventions		
			<p>From Business Skills Survey data identify businesses which plan to recruit over the next 12 months and/or may be interested in apprenticeships /traineeships and engage with them to understand skills requirements.</p>	<p>Louise Harding/Katherine Kynaston</p>	<p>Early 2014</p>
			<p>Work with suppliers/contractors to maximise employment opportunities for young people and apprenticeships within local/Council contracts</p>	<p>Louise Harding/Sarah Bass</p>	<p>Early 2014</p>
			<p>Work continuously with businesses to update data on employment and skill needs, promote the support and incentives available to businesses to recruit local young people and continue to articulate these to providers/agencies and develop bespoke solutions</p>	<p>Katherine Kynaston/Steve Hill</p>	<p>Ongoing</p>
			<p>Facilitate sector specific skills groups involving representatives of local business and sector skills agencies/specialists to develop sectoral solutions. Initial focus on engineering, care, hospitality and construction sector.</p>	<p>Louise Harding/Vicki Ayton</p>	<p>Early 2014</p>
			<p>Use Construction sector focus group to trial new methods of channelling information about employment and career opportunities to young people via schools and other venues including:</p> <ul style="list-style-type: none"> • Media broadcasts • Ask the Expert • Q&A Panel <p>Social media</p>	<p>Louise Harding/Charlotte Baker</p>	<p>Early 2014</p>
			<p>Work with Telford Business Board and Business Networks to engage business community in youth unemployment agenda and identify business owned solutions</p>	<p>Katherine Kynaston/Louise Harding</p>	<p>Early 2014</p>

Ref	Intervention	Rationale	Specific Actions	Lead Officer	By When
			Use innovative ways of engaging with young people and teaching functional skills such as the "Step up to Theatre" Project which will give an opportunity for 20 young NEETs from within the Borough to gain transferable employment skills	Sue Marston	January 2014
2f.	We will develop and launch a brand to unify the range of initiatives from the Council, partners and employers, available to support young people into employment or training.	We want to more effectively align skills requirements of our employers with the destinations of our young people and help young people make informed choices about their destinations. However, we also need to engage young people in this process and make it as easy as possible for them to map out these destinations.	Develop and launch an impacting brand in consultation with young people, businesses and training providers and identify and unify the range of initiatives supporting young people into employment.	Shirley Wilson/Emily Knightley/Charlotte Baker/ Sue Marston	March 2014
			Develop marketing and promotional collateral for use at events and exhibitions to raise profile and secure ambassadors.	Shirley Wilson/Emily Knightley/Charlotte Baker	March 2014
2g.	We will launch a virtual, web based, one stop shop to bring together employers and potential employees through interactive forums, you-tube postings by business leaders and young people who have overcome barriers to secure employment, listing of forthcoming job opportunities etc.	Developing an overarching brand which unites the range of interventions proposed within this report and is engaging and meaningful will be central to the success of this initiative. The breadth of the target audience, including young people, primary and secondary influencers (e.g. parents, schools, colleges etc), business leaders and organisations, makes developing an effective brand identity challenging. It is essential that it can effectively engage all groups if it is to successfully link the employment and skills agendas. The branding exercise will be supported by a comprehensive marketing and communication strategy which acknowledges that young people and businesses will engage in different ways.	Develop a web site to act as a virtual one stop shop for young people seeking employment and training and employers and publishing real time employment opportunities like Southwater etc.	Simon Owen/Deb Byle / Rachel Humble	March 2014
			Use ambassadors from the business community to raise the profile of employment sectors and young ambassadors who have overcome barriers to access employment – celebrating their success through you tube clips and social media to raise confidence levels and encourage engagement in supportive provision.	Charlotte Baker	December 2014
			Develop a comprehensive marketing and communication plan, looking at innovate ways of engaging with and communicating with young people, businesses and training providers	Shirley Wilson/Emily Knightley/Charlotte Baker	March 2014
			Explore options for encouraging participation and completion of programmes through incentives for young unemployed people	Richard Probert/Sue Marston	March 2014
			Investigate opportunities to maximise	Louise Harding	March 2014

Ref	Intervention	Rationale	Specific Actions	Lead Officer	By When
			employment/apprenticeship opportunities through procurement		
3a.	We will identify up and coming employment opportunities with existing employers as well as those associated with new developments such as Southwater and will up skill local people to ensure they are ready and able to access these opportunities.	From our skills survey we are aware that employers are concerned with elements of the local skill base and have identified barriers to their effectively addressing this including adopting alternative recruitment practices such as apprenticeships.	Develop a series of “employer pledges” and secure buy in to these	Sue Marston/Louise Harding	March 2014
			Implement Telford ‘deal for business’ incentivising businesses expanding or investing in the Borough to provide apprenticeships, traineeships and support for increasing employment and delivering growth	Katherine Kynaston	December 2014
3b.	We will secure business ambassadors who will pledge to help address youth unemployment directly through their own recruitment practice and indirectly through engagement with children and young people on local skills needs and will reciprocate this commitment through support and collaboration.	As a business supporting, business winning authority we have contact with businesses in the borough and can influence action in a range of ways. As such we need to take a lead role in engaging business to tackle youth unemployment.	Develop a pool of employers willing to contribute to employability provision and act as ambassadors in relation to tackling Youth Unemployment by pledging to support employment/ apprenticeships for local young people	Louise Harding/Sue Marston	Early 2014
3c.	We will launch an ‘apprenticeship hub’ for local employers to reduce the administrative burden to employers, facilitate apprenticeship sharing across organisations and promote the financial and organisational benefits of “growing your own” through traineeships and apprenticeships and will launch a trainee/apprentice of the year award.	From our skills survey we are aware that employers are concerned with elements of the local skill base and have identified barriers to their effectively addressing this including adopting alternative recruitment practices such as apprenticeships.	Develop an apprenticeship and work experience brokering service for local businesses and partners to reduce administrative burden and risk to the employer.	Sue Marston/Louise Harding	June 2014
3d.	We will launch a jobs fair at The International Centre in	We need to work with employers and providers to identify these barriers, work	Deliver a “Partnership for Jobs” event focussed on promoting employment	Katherine Kynaston/Louise	

Ref	Intervention	Rationale	Specific Actions	Lead Officer	By When
	March 2014 at which there will be access to jobs, support with cv writing and employability skills as well as inspirational talks from business ambassadors and young people.	together to identify solutions, some of which may be sectoral and consider how we can incentivise the business community to invest in up-skilling and employing our young people.	opportunities including apprenticeships and work experience across all sectors in Telford	Harding	March 2014
Continue to identify new/expanding employment opportunities arising from inward investment (e.g. ASDA, Southwater, I54) and negotiate guaranteed interviews for local people working with training providers to equip young people for such opportunities			Sue Marston	December 2014	
Develop an employee sharing scheme for SMEs (work experience) working with local recruitment agencies			Louise Harding/ Sue Marston	December 2013	
Develop Telford and Wrekin 'Employability Award' to rate the effectiveness of employability skills training (scores on the doors for training)			Louise Harding/Sue Marston	Ongoing	
3e.	We will work with schools, education providers and the community to ensure young people are equipped with the knowledge to make informed decisions about their futures based on up to date information on skills requirements now and in the future.	Schools and post 16 providers have a major role to play in preparing children for further/higher education, training or employment and supporting young people in making considered decisions about their futures. We want schools to do more to support this transition and take responsibly for the long term destination of each child and to do this they need to understand our current and future labour market. We will increase transparency around the success of schools and post 16 providers in securing medium to long term positive destinations for young people and work with schools and colleges to prepare young people for this transition.	Publicise destination data (on new website) for young people on a school by school basis for a 3 year period to clearly illustrate how many pupils from a particular school are in education, training or employment at any one time.	Sue Marston	Early 2014
			Understand correlations and work with schools to ensure no NEETs at point of leaving through partnership agreements	Sue Marston	Early 2014
			Develop an external online learning module for unemployed 16-24 year olds providing a self help learning channel including: <ul style="list-style-type: none"> • Creating a great CV • Preparing for an interview • Tips for completing application forms • Understanding the job market in Telford & Wrekin • What employers are really looking for in employees 	Richard Probert	March 2014
			Tackle the mismatch between low skilled labour force and high skilled job	Katherine Kynaston / Louise	Early 2014

Ref	Intervention	Rationale	Specific Actions	Lead Officer	By When
			vacancies and the shift from manufacturing to service sector industry.	Harding / Vicki Ayton	
3f.	We will broker transport solutions to ensure young people have access to employment centres or training opportunities including effective signposting and subsidising journeys where required.	We are aware that for people actively seeking work, access to employment centres can be a real barrier to employment with public transport sometimes being challenging and costly. We are also aware that where young people are disengaged transport barriers only add to the challenge of bringing them into the workforce. We will implement a number of initiatives to overcome this.	<p>Identify transport barriers and broker solutions to ensure people have access to employment centres or training opportunities</p> <p>Use Employment Coaches to support people overcome transport barriers by assisting in the planning of travel arrangements and offering to accompany young people on their first journey to work/training.</p>	<p>Deb Byle/Rachel Humble</p> <p>Richard Probert</p>	<p>Mar 2014</p> <p>January 2014</p> <p>Ongoing</p>

Appendix 6 – Resource Requirements

	Pledge Supported by Resources	2014/15	2015/16	Total
Staffing Costs				
Employment Coaches	Pledge 3 under Service Provider rolling programme of one to one support for 200 young people	£173,638	£175,374	£349,012
Data Analyst	Pledge 1 under Provider implementation of single record system. Pledge 5 under Facilitator & Broker publishing and sharing data to change and improve operational practise	£44,036	£44,476	£88,512
Data Support Officers	Pledge 1 under Service Provider coordinating packages of support and data input into new single system. Pledge 5 under Facilitator & Broker Publishing and sharing data, Pledge 7 under Service Provider keeping information up to date and central point for receiving opportunities. Pledge 5 under Facilitator & Broker gather and share up-to-date information on LMI and training opportunities	£54,879	£55,428	£110,307
Community Support Officer	Pledge 4 under Service Provider extend employment and skills training and increase job junctions	£33,492	£33,827	£67,319
Increase to Adult Learning Team Leader hours	Pledge 5 under Service Provider ensure training provision is right for local employers, Pledge 4 under Service Provider extend employment and skills training, Pledge 3 under Facilitator & Broker to ensure our own and providers provision is complimentary not duplicating and meets employers needs.	£23,404	£23,638	£47,042
LLDD Careers/Provider Liaison Officer	Pledge 1 under Facilitator & Broker , ensure all young people secure education, training or employment Pledge 1 under Service Provider to get right packages of multiagency support in place for LLDD and care leavers (increase participation of these groups)	£30,219	£30,521	£60,740
Team Member - Organisational Improvement	All pledges under Employer to increase work experience traineeships and apprenticeship placements at the authority.	£24,378	£24,622	£49,000
Project Officer (Apprenticeship brokering service)	Pledge 3 under Facilitator & Broker , set up and delivery of brokerage service	£39,324	£39,717	£79,041
Job Centre Plus Seconded	Pledge 1 under Service Provider , know who these young people are.	£35,000	£35,000	£70,000
Operational Budget		£24,500	£24,526	£49,026
Total Staffing Costs		£482,870	£487,130	£970,000

	Pledge Supported by Resources	2014/15	2015/16	Total
Non Staffing Costs				
Upgrade to Profile System (IO from Cognisoft)	<i>Pledge 3 under Provider implement a single record system for every young, unemployed person to understand their barriers to employment/training and will coordinate a package of joined up support from across the council and with our partners.</i>	£68,650	£6,800	£75,450
Telford Jobs Fair	<i>Pledge 5 under facilitator; launch an annual 'partnership for jobs' fair at The International Centre in March 2014 to provide access to local employment opportunities.</i>	£22,000	£22,000	£44,000
Incentive Fund	<i>Pledge 5 under Provider extend employment and skills training, Pledge 6 under Deliverer increase job junctions</i>	£10,000	£10,000	£20,000
Increased Job Junctions	<i>Pledge 5 under Provider extend employment and skills training, Pledge 6 under Provider increase job junctions</i>	£14,060	£9,060	£23,120
Telford Employment Hub		£103,580	£68,580	£172,160
Total Non Staffing Costs		£218,290	£116,440	£334,730
Total Costs		£701,160	£603,570	£1,304,730