



NOTICE OF MEETING

ECONOMIC DEVELOPMENT, CULTURE & LEISURE SCRUTINY PANEL

THURSDAY, 7 NOVEMBER 2013 AT 6.00 PM

CONFERENCE ROOM A - CIVIC OFFICES - FLOOR 2

Telephone enquiries to Joanne Wildsmith CCDS Tel: 9283 4057

Email: joanne.wildsmith@portsmouthcc.gov.uk

Membership:

Councillor Matthew Winnington (Chair)

Councillor Phil Smith (Vice-Chair)

Councillor John Ferrett

Councillor Darron Phillips

Councillor Will Purvis

Councillor Steve Wemyss

Standing Deputies

Councillor Margaret Adair

Councillor David Fuller

Councillor Jacqui Hancock

Councillor David Horne

Councillor Luke Stubbs

Councillor Alistair Thompson

(NB This Agenda should be retained for future reference with the minutes of this meeting.)

Please note that the agenda, minutes and non-exempt reports are available to view online on the Portsmouth City Council website: www.portsmouth.gov.uk

AGENDA

- 1 Apologies for absence**
- 2 Declarations of Members' Interests**
- 3 Minutes of Previous Meeting - 8 October 2013 (Pages 1 - 2)**

The minutes of meetings held on 8 October 2013 (update on previous review of Community Ownership) are attached for approval.

RECOMMENDED that the minutes of the meetings held on 8 October be approved as a correct record.

4 Minutes of previous meeting - 17 October 2013 (Pages 3 - 10)

The minutes of the meeting of 17 October 2013 (current review) are attached for approval.

RECOMMENDED that the minutes of 17 October 2013 be approved as a correct record.

5 Review - Pathways into work for Young People (Pages 11 - 16)

The panel is due to hear from the following witnesses:

- a) Helen Fuge, from Purple Door, representing the University of Portsmouth will present the attached paper prepared with Chris Martin (Education Liaison & Outreach Manager at the university).
- b) Clare Ansell, Director of Operations, Motiv8 to cover their initiatives with young people encouraging employment with reference to the extension of the Bicycle Recycling scheme to Portsmouth and the opportunity for members to visit.
- c) Written evidence - The CIPD's research report from April 2013 entitled "Employers are from Mars, Young People are from Venus: Addressing the Young People/Jobs Mismatch" has previously been circulated to members of the panel and the Executive Summary is attached for information.

6 Dates of next meetings

The next meeting has been set for 6pm on Thursday 5 December and Head Teachers and education representatives have been invited to give evidence.

Meetings for early 2014 need to be set.

Apprenticeship Event - The event has been re-arranged for Thursday 23rd January 2014 at Fratton Park. It will open between 09:30 and 15:00 for schools and will then remain open until 18:30 for others (parents, members of the public etc).

ECONOMIC DEVELOPMENT, CULTURE & LEISURE SCRUTINY PANEL

RECORD OF DECISIONS of the meeting of the Economic Development, Culture & Leisure Scrutiny Panel held on Tuesday, 8 October 2013 at 7.00 pm at the Guildhall, Portsmouth

Present

Councillor Matthew Winnington (in the Chair)

Councillors John Ferrett
Darron Phillips
Steve Wemyss

26. Declaration of Members Interests (AI 1)

There were no declarations of interests.

27. Update Report on previous review - Community Ownership (AI 2)

The meeting took place immediately following the first 'COUP' (Community Ownership Unit Portsmouth) networking event with guest speaker Phil Tulba speaking on "Can community ownership revolutionise your neighbourhood?". He gave a very interesting presentation to local representatives interested in community ownership giving the example of Adrenalin Alley which is a very successful community project in Corby which had started from the idea of a mother wanting somewhere for her son to be safe to skate. This had grown since its opening in 2003 to have over 60,000 visitors per year and now employed 28 staff and 20 volunteers. The next networking session would take place on 4 November at 5.00 pm and the speaker would be Simon Frost from Parity Trust.

Discussion took place regarding the update report "Making community ownership work for Portsmouth" prepared by James Sandy, the Community Engagement Manager (CEM). Circulated amendments to pages 2 and 3 of the report were then discussed so that page 2 bullet point would call the unit the Community Ownership Team (the "team"). Secondly bullet point 4 would be amended to read "as interest grows we will keep the work of the team under review, including its resources, so that their responses to requests can remain appropriate and timely". Lastly on page 3 the title for Tom Southall should be corrected to read Corporate Assets Manager, Corporate Assets.

These amendments were agreed as this would reflect that the Community Ownership Team would remain virtual for the foreseeable future but that if interest grows this could be reviewed, whilst officers remained committed to responding to the interest. If there was a large demand the officers would come back to members to address this but currently the key officers would draw on resources of others in the various departments listed, all of whom have other duties for the city council, plus officers not listed could also be called on (e.g. Empty Properties Officer) where appropriate.

The Chair then asked members for their views on the two issues arising from the report regarding the need for a designated portfolio holder and the formation of a councillors' reference group.

The panel members agreed that

- (1) The Resources portfolio was the most appropriate with the wider ambit to encompass community ownership
- (2) For the councillors' reference group it was suggested that this could be four members including the chair plus one other member of his group and one other member from each of the other two parties at this time. These nominations would be made by the groups.
- (3) Regular update reports should be made available: a quarterly update report to be circulated by email to members of the EDCL panel but with a more formal report presented by officers on a six monthly basis to the EDCL panel. A proforma of the quarterly report would be drafted by the CEM and discussed with the Chair. It could reflect the number of requests and the level of involvement by officers.

James Sandy reported that the initial focus had been on the outcome of the review and there had been two or three approaches on community ownership projects and he believed this would evolve over time. Further partnership work was taking place with organisations in the city, and there had been some internal publicity to staff regarding their possible interest in mutualisation. Officers were also visiting other councils to see the work being undertaken there.

The update report was accepted by the panel.

The meeting concluded at 7.55 pm.

Councillor Matthew Winnington
Chair

ECONOMIC DEVELOPMENT, CULTURE & LEISURE SCRUTINY PANEL

RECORD OF DECISIONS of the meeting of the Economic Development, Culture & Leisure Scrutiny Panel held on Thursday, 17 October 2013 at 7.00 pm at the Guildhall, Portsmouth

Present

Councillor Matthew Winnington (in the Chair)

Councillors Phil Smith
John Ferrett
Will Purvis
Steve Wemyss

28. Apologies for absence (AI 1)

These had been received from Steve Baily, Sharon George and Paddy May. Officers in attendance were Claire Upton-Brown, Nicola Waterman, Linda Taylor and Joanne Wildsmith.

29. Declarations of Members' Interests (AI 2)

Councillor Steve Wemyss made a non-prejudicial declaration as a member of Unison which had submitted the written application. Councillor John Ferrett made a non-pecuniary interest in that he knows Leone Hill, one of the witnesses and has dealings with Dave Goodall, another witness as Negotiations Officer for Prospect Union in the Naval Base. Councillor Matthew Winnington made a declaration as an employee of the DWP. He felt it appropriate to withdraw from the room during the evidence given by Leone Hill from Job Centre Plus as this was also part of the DWP.

30. Minutes of previous meeting - 12 September 2013 (AI 3)

These were agreed as a correct record.

31. Review: Pathways Into Work for Young People (AI 4)

Councillor Phil Smith took the Chair for the evidence given by the first witness Leone Hill, in accordance with the earlier declaration of interest by Councillor Matthew Winnington.

- a) Leone Hill the Employer Account Manager at Jobcentre Plus, Portsmouth explained how they work with customers in the 18-24 year old age bracket. (Those on the Work Programme are dealt with via A4E (and their sub-contractors Learning Links and PCMI) and CDG/Maximus. She circulated hand-outs outlining her presentation. Her role is to work with employers with an emphasis on encouraging young people into employment and she had worked with the city

council's Linda Taylor (Employment Initiatives Manager) over many years on joint initiatives.

The statistics are that over 5,000 people in Portsmouth claim Jobseeker's Allowance (JSA). 8,000 people receive health related benefits because they have a disability or health condition that affects or limits the work they can do. There are approximately 2,000 lone parents receiving Income support who have children under 5 and approximately 1,500 carers. The 18-24 year old age group make up about a quarter of JSA claimants, **995 young people**. This is approximately 400 down on the previous 6 months which was a promising trend. A third of these young people were on a Work Programme because they have had been unemployed for 9 months or more.

The main sectors with **vacancies** were currently:

- Adult Social Care
- Retail
- Call Centres
- Hospitality, catering and hotels
- Security

It is hoped that with planned developments in the City, construction work will increase.

Support by Jobcentre Plus (JCP)

JCP aim to give a tailored approach looking at the individuals' situations and any barriers they were experiencing. Their dual role was both to help and challenge in helping find work. There was encouragement of up-skilling so that applicants could search for jobs effectively on line. Jobcentre Plus was also in partnership work with other organisations including the city council and the provision given was a mix of voluntary activities and mandatory activities eg IT skills, increased literacy and numeracy skills, English as a second language. Leone reported there was access to a funding stream, Access to Work to help disabled people get into a job which could help with those on JSA, such as clients with dyslexia or needing special aids or equipment, adaptations to premises or other support at work. The Skills Funding Agency have specific funding to support unemployed adults which are arranged through Chichester College (but held in Portsmouth). Highbury and Portsmouth Colleges also offer free training to unemployed adults.

The Young Persons' Advisers work with the 18-24 year olds, there is also work with troubled families and lone parent advisers work with young parents; some of these workers are based in the Children's Centres. A specialist team of advisers deals with claimants with health conditions and disabilities to help them prepare for returning to work and to help people improve their skills, confidence and motivation.

Youth Contract -

Leone outlined the number of initiatives for the 16-24 year olds which included:

- Voluntary work experience
- Wage incentive (this effectively covers the national insurance bill for the employer for 12 months)
- Apprenticeships grants for employers taking on apprentices for the first time
- Traineeships - these were a very new initiative as are a 'pre-apprenticeship' programme linked to employers
- Programmes for NEET 16 and 17 year olds
- Mandatory work activity - these are placements for those not engaging and there have been some successful local community placements

Discussion took place regarding the recent publicity surrounding Portsmouth Football Club having placements and whether or not they were utilising young people for jobs that would otherwise be undertaken by paid employees. Leone explained that the mandatory work activity programme was for a small number and had been managed by a training provider. Placements were predominantly with charities or where there was a community interest. Some people had been offered employment as a result.

The Jobcentre Plus' main areas of skills support are in **functional skills**: building employability skills to build confidence and motivation, to help improve in the job search skills. They run sessions regarding options available to young people and these are often attended by employers. **Occupational skills** are also encouraged, with courses providing certificates and qualifications in areas such as first aid, health & safety, food hygiene and in construction. These were delivered by local providers, the colleges and employers.

Work with Employers

Leone gave an example of a recent successful **local recruitment** opportunity for The Range store on the Eastern Road for which 90 of the 50 employed there via Job Centre Plus had been unemployed, a lot of whom were young people. The next such project would be recruitment for Unbeatable Car on the Eastern Road which would be another example of large recruitment for a new employer filling multiple vacancies. Jobcentre Plus also organise or attend local job fairs and careers events such as the recent one in Cascades geared towards the Christmas employment market. She reported that the National Careers Service (NCS) have careers advisers based in all job centres. The NCS role is to:

- Help develop CVs
- Improve interview and presentation skills
- Understanding the local job market

- Finding the right learning and training
- Finding out about funding to support learning

Partnership work

This is taking place with the city council through 'Shaping the Future of Portsmouth'. JCP contributes to the Employment and Skills Plan and in implementing the Section 106 planning agreements for employers to offer local jobs and other opportunities during the construction of developments and with end users. There were also links with Highbury College regarding suitable training opportunities in the construction field.

Voluntary Work Experience

Leone Hill felt that this unpaid work experience is one of the most successful ways of helping young people into work and JCP try to source different sectors to give 2 to 8 weeks experience which replicates the real working environment. This then helps young people put something on their CV which in turn helps them have something to talk about in interviews, as well as increase their motivation, skills and confidence. JCP have many examples of this leading on to employment. This includes employers who offered placements but did not have current vacancies. Feedback from customers has been good and they realise the value and benefit of work experience placements.

Members voiced concern that there should be safeguards in place so that the work experience was not in place of using an employee. If JCP found cases where this was being flouted it would stop using these employers. They do monitor placements and undertake a visit during the process.

Pre-employment training - this is arranged with local providers and colleges for introductory courses to help provide more information about a sector. This has been successfully used in the Adult Social Care field with a BTeC Level 2 Introduction to Adult Social Care course being run regularly in Portsmouth. This set out information such as the terms and conditions that would be expected for a job in this field. There are other examples of sector based work training, such as introduction to coach and bus driving, an introduction to retail, contact centres, hospitality, construction and administration.

The city council's Integrated Targeted Youth Support Services (ITYSS) produce local bulletins each week regarding apprenticeship vacancies for 16-24 year olds (and Members asked to receive more information from ITYSS).

Feeding Britain's Future - This is a national event each September for local employers to promote opportunities in the food and grocery industry. Locally, Morrisons had 6 opportunity placements and 4 people were employed at the end of this, the Southern Co-op had made 2 job offers after 15 opportunities and the Co-operative Group had held 2 one-day workshops for 40 young people.

Specialist Disability Support

JCP look at early intervention to help build confidence and look to secure specialist training for those with specific issues such as learning difficulties. They also work with the Portsmouth Learning Disability Board. The Access to Work Fund helps support those with disabilities to help provide practical support eg interpretation, taxis or specialist software as appropriate and help support work experience. PCMI and CDG offer a programme called Work Choice for disabled people with more complex needs, to give support to return to work.

Finally Leone outlined other help available from Jobcentre Plus such as Work Trials, work with the Princes Trust and support for people wanting to start their own business, partnership work with Housing Associations such as First Wessex. She reported that the Citizens Advice Bureau would like to work with Jobcentre Plus to provide debt advice in Jobcentres.

It was asked how successful the Work Programme is in placing people into employment. Leone Hill believed that Portsmouth are already exceeding their targets and further statistics were needed for this **(Action: LH)**.

Councillor Phil Smith thanked Leone for her very thorough and interesting presentation and Councillor Winnington then re-joined the meeting to take the chair for the second presentation.

b) Dave Goodall, Head of HR, BAE Systems Maritime Services

BAE is a high tech modern employment company split into ship building and support business in Portsmouth with a workforce of approximately 4,000 in the Portsmouth area (with nearer 5,000 workers including contractors). David Goodall's role includes resourcing maritime services, early careers education and the training school which also includes work experience.

Recruitment

This year BAE are taking on 30 graduates (with a requirement entry of a 2:1 degree), approximately 30 higher apprenticeships (NVQ levels 3 and 4) and 30 craft apprenticeships (level of entry is NVQ3). This high level of qualification to meet any of these entries has resulted in the standard of applicants getting higher each year. Last year for 12 engineering technician applicants, they only found 2 suitable candidates. This year for 14 similar vacancies they had received 70 candidates. Their recruitment was for those at the high end of the learning scales and recruited worldwide for their graduates, many of whom were from overseas (not one currently from Portsmouth). Craftsmen Apprenticeships covered a wide travel to work area

spreading from Worthing to Southampton and focus was given on the STEM¹ subjects with all applicants needing good IT skills.

There is concern regarding future capability and the competition with other large industrial areas, including gas and oil companies so there would be a need to develop from within and a need to expand the apprenticeship scheme. There was therefore a big opportunity for growth and work with third parties such as the Royal Navy, looking to develop joint capability.

BAE had committed to 20 apprenticeships from SMEs² from 2015 and they had worked with the Princes Trust and had gained a small number but good quality recruits from this route. Consideration would be given to broadening the scope of the apprenticeships and whether the entry level could be lowered from Level 2 NVQ.

All training for apprenticeships and graduates was undertaken in-house by BAE. They had a supported educational agenda and worked with Shaping Portsmouth and would be present at the Opportunities Fair taking place later that week. BAE would also be looking at more **internships** for graduates for which there was stiff competition but mainly he felt there was a need to change the reputation and image of apprenticeships.

The following points arose from Dave Goodall's presentation:

- It was noted that more maritime courses were available at Southampton University rather than Portsmouth University. Further talks should be undertaken with Portsmouth University to look at the provision of Maritime Courses.
- BAE's graduates are a transient population, moving on quickly whereas apprentices were more likely to be retained within the company.
- BAE do not have a policy of prioritising recruitment from the local area, although they attended promotional events locally and some of the applicants would come through family connections with the company.
- Dave Goodall felt that the schools locally did not know enough about apprenticeships; BAE had previously held open days.
- With regard to expanding their apprenticeship scheme - this year there were 18 on the technician scheme (NVQ Level 3) and they were taking on 12 on the higher NVQ Level 4 project management scheme, plus graduates thereby taking on approximately 100 young people in total this year. The

¹ Science, Technology, Engineering and Maths

² Small to medium size enterprises

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apprenticeship schemes last for 4-5 years. So in the future there will be between 300 to 400 people to manage which has a large management resource implication. The future requirements for the training centre would need to be taken into consideration and this would come down to funding. BAE have the expertise in this field and a high standard product at the end of the process.

- It was asked if there were other opportunities for those in less highly skilled jobs and it was confirmed that stores and logistics at BAE would provide more semi-skilled roles but there would be a need to look at balancing this with the cost of apprenticeships in these areas in which it was much easier to recruit in to.
- There is a need to counter the stereo-typed **image for apprenticeships** and promote it as having a wide range of opportunities needed to be addressed and the successes that come from it (Dave reported that some of the senior directors at BAE had come from apprenticeship origins). It should be seen as a respectable alternative to graduate schemes which would not have the associated debt.

The Chair thanked Dave Goodall for coming along and giving an enlightening talk regarding the employment of young people and the available schemes to them at BAE.

c) Written evidence

The Unison publication 'A better start for young people' had been circulated with the agenda and read by members of the Panel. The Chair would circulate some more reports from the Liberal Democrat Conference on the subject of youth employment.

32. Dates and timings of future meetings (AI 5)

Discussion took place regarding the timings of meetings and these would be moved to a 6 pm start for the next meetings which were confirmed as Thursday 7 November at 6 pm and Thursday 5 December at 6 pm.

The meeting concluded at 8.45 pm.

Councillor Matthew Winnington

Chair

**University of Portsmouth
Outreach work with Schools and Colleges**

The University of Portsmouth runs a very successful outreach programme for local schools. We offer an incremental and progressively intensive progression package from year 5 through secondary school to year 13. We have two core aims:

- Increasing applications from under-represented groups in higher education, in particular we work with schools and colleges where there has traditionally been low progression into HE
- Enabling potential students to make informed decisions about whether the University of Portsmouth is right for them.

We recruit a team of Student Ambassadors and Mentors who support the work we do across all age ranges. All of our Ambassadors and Mentors are fully trained and CRB/DBS checked.

In addition to our activities delivered directly with schools and colleges we run a free individual membership club for 11-16 year olds, the UP for It club. There are about 5000 members. The club aims to raise aspirations, change perceptions and encourage pupils from all socio-economic backgrounds to see higher education as an attractive and accessible option. The free scheme has many benefits including fun and informative activities in the school holidays.

Primary Schools: 'UP for It Juniors' arranges for over 1500 children p.a. from Year 6 (10 and 11 year olds) to attend the University for a day and take part in a tour, interview a student, attend a mini-lecture and take part in mock graduation ceremony with robes and certificates. This day aims to raise aspirations and encourage the children to consider higher education for their future. This trip to the University is preceded by a talk and activity session that is delivered within school in Year 5.

Secondary Schools: As part of 'UP for It' for 11 to 16 year olds we run over 150 events p.a. offering campus tours, subject workshops, parents events and talks and workshops in schools that aim to inspire and motivate future study and a passion for learning.

Post 16: For A level/BTEC students we offer over 250 events p.a. under '**UP for your Future**'. Much of this work involves giving talks in schools and colleges and attending HE/careers fairs around the country.

Recently we have introduced a session specifically aimed at raising aspirations of students on level 3 vocational courses who are under-represented in HE. Also, each year, we run a very successful Year 12 conference series, attended by over 500 local 17 year olds, where academics from each faculty offer taster lectures to help young people make better informed decisions about their future subject choice.

For more information on any of our activities please use the links in this document or see <http://www.port.ac.uk/departments/services/educationliaison/>

Chris Martin
Education Liaison & Outreach Manager
St Andrew's Court
St. Michael's Road
Portsmouth PO1 2PR
christine.martin@port.ac.uk

Careers and Recruitment

The University of Portsmouth offers support to all students and graduates throughout their time at University and up to 5 years after graduation. We offer

Purple Door Recruitment

Our in-house agency is run for students and graduates by the University of Portsmouth. We are here to help you take those first steps from student life into the world of graduate employment.

We work with local employers within the Hampshire area by advertising their graduate opportunities and helping to place graduates in these roles

Purple Door Recruitment Volunteering

We work with local charities and community organisations to match your skills with their needs. Gain experience in marketing, web design, finance, IT – the list is endless.

The Volunteering Bank, which is situated at Purple Door, lists all the on-going roles available with local charities and enables students to make direct applications.

Our Jobs Board

Students and Graduates view our online vacancies database, updated on a daily basis, for students, recent graduates and postgraduates. Vacancies include details of full-time work, part-time work, volunteering and placement opportunities

Appointments with Career Advisers

Students and graduates can book appointments with Careers Advisers. This is another opportunity for students and graduates to discuss their future career plans in more depth.

Events and Workshops

Purple Door Careers and Recruitment offer a wide variety of Events and Workshops to support students and graduates. These events range from Mock Interviews through to our Graduate Recruitment Fair

Local Labour Market Information

Purple Door Recruitment works with over 5000 organisations across the South East including both the commercial and third sector. As stated, the agency works pro-actively with these employers to place students and graduates into volunteer, part-time and graduate positions.

The Destinations of Leavers from Higher Education (DLHE) survey provides information on the activities of graduates after leaving higher education institutions. Data is collected through surveys carried out approximately six months after students leave their institution and relates to UK and EU domiciled students only. The information presented below shows a regional snapshot based on the 2012 survey.

UK domicile, First Degree 2012 leavers			
District	Non-Professional/Non-Managerial	Professional/Managerial	Grand Total
Chichester District	7	12	19
Isle of Wight	12	26	38
Neighbouring Portsmouth	59	121	180
Non PO & SO	600	1311	1911
Portsmouth Central	57	132	189
Southampton	45	75	120
Grand Total	780	1677	2457

UK domicile, First Degree 2012 leavers		
District	Non-Professional/Non-Managerial	Professional/Managerial
Chichester District	36.8%	63.2%
Isle of Wight	31.6%	68.4%
Neighbouring Portsmouth	32.8%	67.2%
Non PO & SO	31.4%	68.6%
Portsmouth Central	30.2%	69.8%
Southampton	37.5%	62.5%
Grand Total	31.7%	68.3%

Based on Home Post code

Portsmouth Central = PO1 - PO6

Neighbouring Portsmouth = Havant, W'ville, F'ham, G'port

Chichester District = Chi, Ems, B'Regis

As demonstrated through the statistics, there are still a number of graduates entering 'Non-Professional' occupations in the local region.

Generally over the past 12 months the graduate labour market has become more buoyant with a noticeable increase of graduate level vacancies from local employers.

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EXECUTIVE SUMMARY

Employers are from Mars, Young People are from Venus: Addressing the young people/jobs mismatch draws on a range of sources, including employer case studies, focus groups with young jobseekers, a mini-survey of Jobcentre Plus advisers and interviews with career advisers and training providers. The aim of the research was to explore the mismatch between employers and young people at the recruitment stage and make recommendations for how to overcome any divides.

The research has found that:

- There is a real mismatch between employers' expectations of young people during the recruitment process and young people's understanding of what is expected of them, particularly when it comes to presentation and preparation.
 - Employers find it difficult to assess young people with limited work experience and young people find it difficult to 'market' themselves to employers.
 - Young people value more open recruitment channels, such as social media, above more traditional means of recruitment such as corporate websites and online job boards.
 - The limited number of access routes into work available for young people is still a concern. This is particularly the case in highly skilled sectors, such as professional services. However, evidence from our case studies indicates that more employers are developing, or planning to develop, more diverse access routes such as school-leavers' programmes and apprenticeships.
 - Most employers don't specifically target young people with their recruitment practices, although some have started to change the ways in which they recruit young people to get the best out of young candidates.
 - Job search and the recruitment process are a frustrating and demotivating experience for most young people. Many young people lack the knowledge about job opportunities, how to apply for jobs, how to write a good CV and a good application.
 - Too many young people have a scattergun approach to applying for jobs rather than researching where they want to work. This results in a high volume of applications that need to be processed by the employer and can be demotivating for young people when they are unsuccessful.
 - Confidence is an issue for many young people and many find interview situations particularly stressful as they have no prior experience of the workplace and they often don't know how to talk about their skills or how to 'market' themselves to a potential employer.
 - Recruitment processes are lengthy and not very transparent, often involving up to five stages; young people lack an insight of the process and what is expected from them during the different stages.
 - There is a lack of support for young people during the transition from education to work, which is preceded by poor advice and guidance at school.
- Employer feedback is crucial for young people, yet this is something employers struggle to provide, especially during the first stage of the process due to the volume of applications.

To address the mismatches outlined above, the report makes a number of recommendations for employers and policy-makers. The CIPD has also committed to further action on this issue, explained in more detail below.

EMPLOYERS

Drawing on the experience of other employers and young people, the report makes eight key recommendations specifically aimed at employers:

- Make the business case for recruiting young people to line managers and colleagues. Highlight the benefits, such as the need to build talent pipelines, the skills and motivation of young people, the importance of workplace diversity, the enhancement of the employer brand and the cost-effectiveness of developing your own staff.
- Adapt your expectations of young people so that you are realistic about how work-ready they will be when they first arrive. Young people don't always know how to behave in the recruitment process but managers should be encouraged to look beyond first impressions, such as the way people are dressed, and give young people a chance.
- Think about the roles and access routes for young people into your organisation. As well as obvious options such as graduate schemes, think about whether other routes such as apprenticeship schemes or school-leaver programmes could work for your business.
- Take action to attract from a wider pool of young people. Where and how you advertise opportunities is important. Young people can be sceptical of 'corporate' communications and are more likely to respond to humorous and innovative content. You can also broaden your outreach by promoting opportunities via a range of methods, such as social media, attending recruitment fairs, engaging with schools and advertising via Jobcentre Plus, as well as traditional methods such as local newspapers and websites.
- Ensure your selection processes are youth-friendly and transparent. There are a number of basic things you can do to ensure you get the best calibre of young people applying for opportunities:
 - Provide the closing date and contact details for the advertised position.
 - Be open about the recruitment process, what the stages are and the expectations during those stages.
 - Develop simple, easy-to use application forms.
 - Be clear about the selection criteria and review it for each new job – is experience or a degree really essential?

- Conduct interviews that get the best out of young candidates. It can be a very intimidating process for young people and the more information they are provided with in advance, such as how to dress and who they will be meeting, the better. You can also put them at ease by beginning with an informal chat and giving them a tour of the office. The type of interview is also important; competency-based interviews are generally not suitable for young people as they don't have the previous work experience to draw on, whereas strength-based exercises allow you to see their potential to learn.
- Provide feedback where possible. By giving open, honest and constructive feedback you can directly influence young people's behaviour in the recruitment process and help ensure their success in the future. It might not be possible to provide individualised feedback at every stage, but simple things such as an automated email to acknowledge an application and a list of 'common reasons' why an application might not have been shortlisted can be really useful. We recommend that you do take the time to provide one-to-one feedback for candidates that made it to interview or assessment centre stage, but keep this positive by not focusing on where they went wrong but explaining why the role might not be right for them. Also consider whether you might be able to refer the young person on to other opportunities via your supply chain.

POLICY-MAKERS

As well as employers, policy-makers also have a role to play in improving the prospects of young people:

- There is a need for greater support for young people during the transition phase between education and employment. Most young people do not know where to turn when they try to enter the labour market, and we recommend that the Government commits to provide a dedicated support service for young jobseekers.
- Careers advice and guidance and work preparation should be a part of the national curriculum and schools need to be assessed in how well they are doing in this area to incentivise them to put more efforts into this. We asked young people what they would do if they were Education Minister, to make improvements in this area, and this is what they said:

- Don't rely on teachers but get external experts, including employers, into schools to talk about these issues.
- Pay attention to those areas where greater advice is needed; address the patchiness of the current advice.
- Career advice and guidance needs to be embedded into the education system as part of the curriculum.
- There needs to be more information on what choices are available for those leaving school, in particular apprenticeships and other alternatives to university.
- More support should be given to encourage employer contact and work experience opportunities.

THE CIPD

In order to help reduce the gap between employers and young people, the CIPD is committed to:

- Produce guidance on recruitment aimed at young people.
- Work with employer bodies to develop an established set of recommendations for those involved in recruitment.
- Develop guidance for employers on youth employment and how to manage young people effectively.
- Launch a project with the Education and Employers Taskforce (EET) to bring CIPD members into schools to provide pupils with advice on CV writing, interview techniques and job search.
- Expand our volunteer initiative 'Steps Ahead mentoring' which matches young jobseekers with CIPD members.
- Work with the National Apprenticeship Service (NAS) to help increase the matching of young people and apprenticeship opportunities.