

## **APPENDIX 1**

# **Bromley Youth Employment Project (Phase 2)**

## **Task and Finish Group Report to Member Working Party**

### **1) Background**

On 26th March 2012 Council approved the setting aside of £2.26m in an earmarked reserve for Member Priority Initiatives. £500k was approved for a scheme to help tackle youth unemployment in the borough through supporting the creation of sustainable job opportunities.

At the meeting of the Executive & Resources PDS on 14th June 2012, the Resources Portfolio Holder approved proposals to procure an employment and skills service provider to deliver the youth employment project which would support unemployed 18-24 year old residents to access sustainable employment by creating apprenticeship and internship opportunities across a 3 year period (2013 – 2016).

On 31st January 2013, the Resources Portfolio Holder awarded the contract to deliver the project to Bromley College of Further and Higher Education for the sum of £500k which included the delivery of 132 internship and 66 apprenticeship opportunities to a total of 198 young people in the borough.

After a delayed start, the College's delivery against their profile was disappointing for the first quarter with only 3 apprenticeships and 2 internships being created.

In Quarter 2 the College recovered their performance in relation to apprenticeships, but failed to recover their performance for internships. The College subsequently disclosed that they did not think that they could recover their profile for the delivery of internships and recognised that they had over-estimated their ability to deliver this requirement of the contract therefore rendering them in breach of the contract.

On 5<sup>th</sup> Feb 2014 The Executive and Resources PDS Committee supported proposals to terminate the contract with the college for the delivery of the Bromley Youth Employment Project.

Based on the agreement of Members to honour payments for sustained out puts against those apprenticeships and internships that have already been created by the project and those created during the three month notice period, the anticipated budget for the second phase of support is between £264,772 and £348,295 (depending on the number of apprenticeships/internships delivered and the number of sustained out puts achieved).

On 5<sup>th</sup> February 2014 The Executive and Resources PDS Committee supported proposals to reallocate the earmarked reserve to continue to support the objectives behind the project. The committee also supported proposals to approve a task and finish group, led by the Bromley Education Business Partnership and overseen by a Member Working Group to undertake an options appraisal.

This report sets out the findings and draft recommendations following the Task and Finish groups review of evidence gathered.

### **Task and Finish Group Aims**

## **APPENDIX 1**

To conduct an options appraisal to identify the best way to achieve:

a) the original project objectives:

- to tackle youth unemployment locally through supporting the creation of sustainable job opportunities for young unemployed Bromley residents
- to provide support to local business seeking to employ young people to support private sector growth
- to reduce the number of young people claiming Job Seeker's Allowance in the borough

b) additional objectives (for Phase 2):

- to identify the barriers to employment amongst young people (receiving evidence on whether young people were genuinely helped by such schemes)
- to identify how the Council could assist Looked after Children to find employment.

See Appendix A for Task and Finish Group Terms of Reference and Work Plan approved by Cllr Bosshard on 27<sup>th</sup> February 2014.

### **Methodology**

Evidence was gathered from a series of stake holder consultation meetings conducted between 10<sup>th</sup> March 2014 to 11<sup>th</sup> April 2014. Representatives from the following sectors/ groups were targeted:

- Business
- Employment and skills
- Education
- Commissioning
- Human Resources
- Young people

See Appendix B for detailed stakeholder consultation list.

In addition a review and synthesis of key findings from recently published national reports was undertaken. Key reports include:

- 'The Richards Review of Apprenticeships' - Doug Richards (November 2012)
- 'The Apprenticeship Journey' - Federation of Small Businesses (November 2012)
- 'Going in the right direction?' - Ofsted (September 2013)
- 'Apprenticeship Employer Engagement Projects' - London Councils (March 2014)

Where appropriate, outcomes from other recent LBB stakeholder consultation activities were also utilised e.g. the Children Services Stakeholder Consultation conducted in March 2014

The aim of this evidence review was to identify areas of need and highlight examples of good practice to inform the recommendations put forward.

## APPENDIX 1

### 2) Outcomes from the review of evidence and key findings

This section summarizes the key findings that have emerged from the evidence reviewed.

#### Patterns of unemployment among young people in Bromley

Figures from Job Centre Plus show that, in February 2014, the Job Seekers Allowance (JSA) Claimant Count for 18 -24yr olds in Bromley was 935. This is a decrease of 310 (-24.9%) on a year earlier but does still represent a significant number of young adults who are unemployed.

Outlined below are figures for February 2014 from LBB Client Case Information System (CCIS) which is used by Local Authorities to track the participation of young people aged 16 -18.

Academic Age	Total Cohort	No's Not participating in Education Employment or Training (NEET)	No's whose participation in EET is unknown
Yr 12 (16 -17yr olds)	3665	95	173
Yr 13 (17-18 yr olds)	3549	144	282
Yr 14 (18-19yr olds)	3713	329	587

From these figures it is evident that it is the older end of the 16-19 yr old cohort that has the higher unemployment rates and are also the hardest to keep in touch with hence the high number whose current activity is not known.

This pattern of unemployment is largely due to there being more national and local employability support programmes aimed at 16 -17yr olds who are NEET or at risk of becoming NEET than for those who are 18 – 19 yrs old. Programmes aimed at 16-17yr olds include the national Youth Contract initiative and locally delivered projects such as SkillsXtra (programme of extended work experience for 16/17yr olds), N-Gage (programme of employability workshops and careers information, advice and guidance) and Power to Progress aimed at Yr 11 in schools. (See report ED14016 for outline of NEET reduction strategies for 16 -18 yr olds).

The high number of young people whose current activity is not known is attributable to a significant number of young people for whom no valid telephone contact details are recorded and therefore require more time consuming tracking approaches such as door knocking. The borough also relies heavily on schools/academies to share contact information for their departing students consequently information sharing arrangements between LBB and Bromley's academies are currently being reviewed.

Anecdotal evidence also highlights that there will be a group of unemployed 19 -24yr olds not accounted for in either of the above statistical counts. These are likely to be young people who are no longer part of the Yr 12 – Yr14 cohort tracked by the Local Authority and who have decided not to register with Job Centre Plus to claim Job Seekers Allowance.

Analysis of the current Looked after Children(LAC) and Care Leaver participation rates indicates that of the 268 young people aged 16 – 21yrs who are LAC or Care Leavers

## APPENDIX 1

98 are NEET (of these 2 are in voluntary work, 14 are unwell, 2 are not ready for work, 18 are young parents).

***Key Finding 1: Against the backdrop of a gradual recovery within the national economy there remains significant groups of young people in Bromley who are unemployed or run an increased risk of unemployment and would therefore benefit from initiatives that would boost their employability skills and increase the employment opportunities available.***

### **Employer awareness and understanding about apprenticeships**

Apprenticeships have a central role to play in the landscape of employment opportunities for young people and in recognition of this there is renewed Government focus on improving the quality and uptake of apprenticeships.

There have been a number of recent reviews of apprenticeships, including the 'Richards Review of Apprenticeships' (November 2012) and the Federation of Small Business (FSB) Report 'The Apprenticeship Journey', both of which have highlighted the lack of effective employer engagement, and have made a series of recommendations for improvements.

The FSB Report states that only 9% of FSB members have taken on an apprentice in the last 12 months. A further 7% said that they plan to take on an apprentice in the next 12 months. The FSB believes that lack of awareness is an issue. The FSB indicates that despite the creation of the National Apprenticeship Service (NAS) to promote apprenticeships there is still a lack of understanding among small business about the apprenticeship programme. In many instances, small businesses remain unclear as to how an apprenticeship works, what the benefits will be to their business and what their obligations are.

The Holt Review 'Making apprenticeships more accessible to small and medium size enterprises' (May 2012) identified this issue, saying not enough is done to reach out to small businesses to explain the business benefits of the programme.

Concern relating to the general lack of awareness among employers was also highlighted in stakeholder interviews conducted with the local representatives from the FSB and The South East London Chamber of Commerce.

### **Implications of changes to apprenticeship funding**

In response to recommendations in the Richards Review, the government have announced a series of reforms which includes giving employers direct control over the funding for the external training of apprentices. A Funding Reform Technical Consultation is currently under way with details of the funding changes to be confirmed over the coming months.

While the aim of putting employers in the driving seat has been widely welcomed the management responsibilities and the process of identifying a training provider in the absence of impartial advice and support could be made significantly more complex for small businesses.

Local representatives from Job Centre Plus, FSB and Bromley College (Capital B) have all expressed concern that the additional responsibility associated with this change may have an impact on the number of apprenticeships created. All parties believe more will need to be done to help employers navigate the new system.

## APPENDIX 1

***Key Finding 2: Employers would benefit from one to one support to help them understand and engage with apprenticeships particularly given the forthcoming changes to apprenticeship funding.***

### **The role of local authorities in increasing the supply of apprenticeships**

Between June 2013 and February 2014 London Councils commissioned 6 London boroughs (Barnet, Ealing, Greenwich, Hounslow, Lambeth/Southwark, Merton) to develop and test approaches to employer engagement as a mechanism for increasing the number of apprentices recruited by SMEs.

The focus of the work was to increase the number of vacancies on offer alongside some targeted work to improve the chances of young people being hired. The activities included:

- informing employers about the benefits of recruiting younger people;
- linking up with employability support to access a pool of good, work-ready candidates;
- promoting the Apprenticeship Grant for Employers (AGE) which is available for apprentices under 24;
- providing guidance and support to employers, both before and after their apprentice has started, to improve chances of a successful placement;
- linking up with existing activity, such as pre-apprenticeship support and the Education & Employers Taskforce work with schools, to identify suitable candidates;
- targeting employers in sectors which are most appropriate and open to younger people.

Each borough had planned to create between 77 and 125 vacancies during the 7 month period. All but one reached the target in terms of firm pledges, and overall the projects created 615 vacancies: 376 with an apprenticeship in post, and 239 where the vacancy has been agreed, and everything is in place except the recruit.

The general conclusion was that intensive, one-to-one support with employers is required in order to increase uptake of apprentices. The type of support seen as beneficial is presented below in order of importance:

- recruitment support (this often included identifying applicants, writing job descriptions, helping with short-listing and interviews)
- finding an appropriate apprenticeship framework and training provider
- knowledge and understanding of apprenticeships

The projects also found that on balance employers felt that actual support was more valuable than small scale financial incentives.

These projects suggest that local authorities can play a very useful leadership function in encouraging apprenticeships, particularly with smaller firms. Employers appear to value their impartial advice and assistance in navigating what is a highly complex system. Most of the employers felt that the additional support provided through the councils as part of this programme was very helpful, particularly in making the right contacts in various agencies, such as JCP as well as helping finding training providers.

## APPENDIX 1

Aspects of this approach have already been successfully delivered in Bromley. Facilitated by a grant from the European Social Fund (ESF) the Bromley Education Business Partnership (BEBP) delivered a pre-apprenticeship programme, brokering a number of apprenticeship opportunities for 16-18 year olds who were NEET or at risk of NEET, many of whom faced significant barriers to participation. As part of the programme the BEBP recruited the candidates, identified local apprenticeships, ran tailored training packages to increase job readiness and matched potential recruits to potential employers. The programme targets for both 'starters' and 'completers' have been exceeded. The funding for this project started in July 2011 and ends in June 2014.

***Key finding 3: Local authorities can play an effective role in generating apprenticeships and in providing pre-apprenticeship support packages, particularly with smaller employers.***

### **The role of partners and procurement in creating local opportunities**

The London Councils' projects outlined above also highlights that there are opportunities to use existing assets by maximising the procurement and supply chain relationships. This can be a way to open up additional employment opportunities for young unemployed residents.

Under these projects a significant proportion of apprentices were taken on by Councils themselves, their partners or contractors. For example, all of Southwark Council's contractors were invited to 'Apprenticeships Work' in November 2013. This was a business breakfast event designed to help contractors learn more about apprenticeships, how apprentices could add value to their business and the support available to them. Attendees heard from various sector experts, organisations that already employed apprentices and apprentices themselves. Contractors were then asked to pledge that their business would create apprenticeship opportunities. Using procurement as an apprenticeship generation tool can be an effective approach in extending opportunities.

The number of apprenticeships offered by LBB over recent years are as follows:

2011/12 - 1 apprenticeship  
2012/13 - 5 apprenticeships  
2013/14 – 4 apprenticeships

***Key finding 4.: Bromley Council can create employment opportunities for local young people both as an employer and by encouraging the creation of opportunities with partners and through procurement and the supply chain.***

### **Young people's employability skills**

According to an FSB Survey Panel in 2012:

- 81% of small business owners are 'not very confident' or 'not at all confident' that students leaving school at 16 have the right level of employability skills
- 77% of employers commented that school leavers' business awareness was either poor or very poor
- 69% of FSB members wanted a greater emphasis on employability skills in schools

Similarly, in the London Councils Employer Engagement projects many employers cited a lack of experience and maturity of young people, along with in some cases time-keeping,

## APPENDIX 1

lack of basic skills, and additional supervision requirements. Concern about young people's work readiness renders some employers less inclined to offer opportunities to young people.

This theme of disappointingly low employability skills amongst young people came up repeatedly through-out our various stake holder consultations with many employers and employer organisations indicating a willingness to offer their time to local schools and colleges to help address this situation.

The London Councils projects highlighted that pre- apprenticeship support often needs to be provided for potential recruits. This support could include some type of assessment process to enable referral to appropriate employability support programmes, or help with cvs, applications and interviews. In addition support to newly recruited apprenticeships also appeared beneficial in helping the transition process.

Job Centre Plus have also identified that there are some JSA Claimants who would benefit from additional focused one to one mentoring style support to address issues such as very low levels of confidence or low self-esteem. The Job Centre Plus Work Coach working in the Troubled Families Team has had success using this style of intervention, however there is currently not enough resource to apply this model to all the young JSA claimants who could benefit.

In Bromley, the BEBP deliver a range of enterprise and employability activities with support from local and national business. Activities include employment preparation events such as 'Maximise your Potential for Work' and career planning activities such as Next Steps Conferences and workshops aimed at students 17 – 18 yrs old. So far, in this academic year the BEBP has supported 960 young people across 7 Bromley schools. In addition the BEBP Mentoring Initiative has a team of fully trained mentors who are available to support the development of young people by increasing their self-esteem, improving their motivation to learn, raising attainment and improving personal and social skills. However, the BEBP delivers these programmes on a 'sold service' basis which affects the current 'reach' of these activities.

***Key finding 5: There is widespread concern that many young people do not have the right level of employability skills to make a successful transition into the workplace***

### **Careers guidance and the promotion of apprenticeships to young people**

A recent Ofsted Report 'Going in the right direction' (September 2013) examined the quality of careers advice since September 2012 when schools were given the legal responsibility to provide this service to students aged 14 – 16. The survey looked at the extent to which young people in this age-range, in the 60 schools that inspectors visited, were receiving impartial careers advice in order to make informed decisions about their future.

The report finds that the arrangements for careers guidance in schools are not working well enough. Three quarters of the schools visited for the survey were not implementing their duty to provide impartial careers advice effectively. A high proportion of schools had not given a strategic priority to careers guidance and tended to focus on their vulnerable students often at the expense of providing careers guidance for all students.

The report findings show schools were not working well enough with employers to provide students with direct experience of the world of work in order to help broaden their minds about realistic employment opportunities in their local area.

## APPENDIX 1

Vocational training and apprenticeships were rarely promoted effectively, especially in schools with sixth forms. Instead, the A-Level route remained the 'gold-standard' for young people, their parents and teachers.

Few schools were promoting the National Careers Service, the body responsible for providing independent and impartial careers advice to young people from the age of 13. Its telephone service and website were also rarely promoted and therefore significantly underused.

Findings from the Bromley Children Services Stakeholder Consultation conducted in March 2014 indicated that very few of the young people consulted had heard of the National Careers Service with even fewer having accessed it.

***Key finding 6: There is a need to a) develop the employer links with schools to raise awareness about the range of employment opportunities (including apprenticeships) and b) raise awareness of the National Careers Service among young people.***

### **The role of work experience opportunities and developing an offer for Looked after children/ care leavers**

Research by OFSTED shows that good quality work experience in an area that interests a young person is a 'positive force in equipping young people with an appropriate work ethic and basic employment skills'. The research also shows that if a young person undertakes good work experience, or some form of vocational taster course, they will be more successful in their apprenticeship. Similarly a report from the Education and Employers Task Force (April 2012) reported that young people engaging in 4 or more work experience-type activities are 5 times less likely to be NEET. The local FSB representative pointed out that work experience can benefit both parties. Besides developing employability skills in the young person, a successful placement can sometimes lead to the offer of employment and also demonstrate to the employer the merits of having a younger person in the workforce.

In schools, work experience is most commonly targeted at students in Yrs 10 -Yr 12, however it also has a useful role to play in employability packages aimed at 18 -24 yr olds. Job Centre Plus have arranged work experience placements for JSA claimants and have reported approximately a 60% success rate of work experience leading on to a positive outcome for clients.

The BEBP works with schools and colleges to deliver programmes of work experience for whole year groups or more bespoke work placement packages for students on specific courses or those requiring an alternative curriculum and who are at risk of becoming NEET. The BEBP also offers a pre-placement checking service to quality assure potential placements. The service delivers the above provision on a 'sold service' or grant funded basis. The BEBP has also brokered work experience programmes for a small number of Bromley looked after children (LAC) however this is an area that could be developed further.

Bromley Council has provided work experience opportunities for both Job Centre Plus programmes and for some school students however, there is no comprehensive LBB strategy to develop this offer. There is also scope for encouraging departments across Bromley Council to respond to their corporate parenting role by offering looked after children and care leavers employment related opportunities including safe and caring work experience placements.



## APPENDIX 1

Consultation with the local Community and Voluntary sector has also identified that there are volunteer work experience opportunities within this sector with scope for further development. Young people could gain valuable work based experience whilst at the same time building capacity within the voluntary/community sector e.g. a young person volunteering to develop an organisation's social media profile.

**Key finding 7: Work experience can play a helpful role in improving young people's employability. There is scope to a) develop the LBB work experience offer to include a focus on placements for LBB looked after children/care leavers b) develop work experience opportunities within the voluntary and community sectors.**

### 3) Draft recommendations

In order to increase the number of young people successfully accessing local employment opportunities and taking account of the findings identified in Section 2 the Task Group recommend the following options:

#### 1) Target the following priority client groups:

- School/College students in Academic Yr 12 (16 -17yr olds) on one year courses and Academic Yr 13 ( 17 -18 Yr olds) not going on to HE
- Young people in Academic Yr 13 (17 -18 yr olds) and Yr 14 (18 -19 yr olds) who are in LBB NEET and Not Known categories
- Bromley 18 -24 yr old JSA Claimants (close to the labour market but needing additional support with employability skills)
- LBB Looked after children (LAC)/Care Leavers aged 15 -24yrs

(Recommendation relates to Key Finding 1)

#### 2) Increase the supply of local employment opportunities for young people by:

**a) implementing a borough wide Employer Engagement Programme** ( based on the successful London Councils projects) to raise awareness and to stimulate the creation of apprenticeships and work experience opportunities for 17 -24yr olds in Bromley.  
(Recommendation relates to Key Findings 2 & 3)

**b) creating a LBB graduate internship opportunity to develop an LBB strategy to increase the offer of work experience placements, traineeships and apprenticeship across LBB departments and partners and also through procurement and the supply chain. It is proposed that recruitment to these opportunities will include the targeting of Bromley LAC and Care Leavers.**

(Recommendation relates to Key Findings 4 & 7)

**c) working with Community Links to create a Community/Voluntary Sector based graduate internship to stimulate the creation of apprenticeships, internships and work experience opportunities within the Community and Voluntary sector. (This has the added benefit of developing capacity within the Community and Voluntary sector in Bromley)**  
(Recommendation relates to Key Finding 7)

#### 3) Increase the work readiness of young people and raise their awareness of apprenticeships by:

**a) Delivering a borough wide 17+ Employability Support Programme - targeting young people in the priority client groups identified above (to include enhanced tracking activities to reduce the number of young people 17+ whose activity is not known)**

## **APPENDIX 1**

(Recommendation relates to Key Findings 5 & 6)

### **Creating a lasting legacy**

Besides meeting the original project objectives the above recommendations have the added value of creating a legacy stretching beyond the duration of the project funding in the following ways:

- Improved relationships with Post 16 education providers.
- Voluntary and Community sector capacity building.
- Strengthened partnership working between LBB , Job centre Plus , National Careers Service, Education providers, local employers and Sector Skills organisations.
- LBB strategy to support on- going development of LBB (and supply chain) offer of work experience, traineeships, apprenticeships and internships.

### **4) Going Forward - Possible Project Delivery models**

Delivery of these recommendations could be achieved in a number of ways. One option could be to contract out some or all of the activities. This would require a tendering exercise and would incur the time delay and administrative resource costs associated with a tendering process. Alternatively, the Bromley Education Business Partnership (BEBP) is well placed to deliver the recommended activities through a scaling up of activities they presently undertake (referred to in section 2 above). This approach would avoid the costs associated with the procurement process and with the building up of a new delivery infrastructure.

The Bromley Education Business Partnership (BEBP) is part of the LBB Targeted Youth Support Programme. The BEBP delivers a wide range of innovative work related learning activities in schools and colleges in partnership with the community and with local/national business to help prepare young people for the world of work. The service has a data base of over 10,000 employers and employs a staff team (including Business Link Co-ordinators) who have relevant experience of employer engagement activities. The service has organised large scale employer events and has already been involved in promoting apprenticeships and in delivering pre apprenticeship support programmes aimed at 16 -18yr olds.

The service receives LBB core funding of £64K with the remaining income of £307K generated through sold services. The service has predominantly focused on employability support programmes aimed at 15 to 18 year olds however with additional funding the service could extend its current reach and deliver a) employability support programmes for 17 – 24 year olds and b) an enhanced employer engagement programme.

## **APPENDIX 1**

### **Appendix A**

## **Task and Finish Group - Bromley Youth Employment Project Phase 2**

### **Terms of Reference and Work Plan**

#### **Background**

On 26th March 2012 Council approved the setting aside of £2.26m in an earmarked reserve for Member Priority Initiatives. £500k was approved for a scheme to help tackle youth unemployment in the borough through supporting the creation of sustainable job opportunities.

At the meeting of the Executive & Resources PDS on 14th June 2012, the Resources Portfolio Holder approved proposals to procure an employment and skills service provider to deliver the youth employment project which would support unemployed 18-24 year old residents to access sustainable employment by creating apprenticeship and internship opportunities across a 3 year period (2013 – 2016).

On 31st January 2013, the Resources Portfolio Holder awarded the contract to deliver the project to Bromley College of Further and Higher Education ('the College') for the sum of £500k which included the delivery of 132 internship and 66 apprenticeship opportunities to a total of 198 young people in the borough.

After a delayed start, the College's delivery against their profile was disappointing for the first quarter with only 3 apprenticeships and 2 internships being created.

In Quarter 2 the College recovered their performance in relation to apprenticeships, but failed to recover their performance for internships. The College subsequently disclosed that they did not think that they could recover their profile for the delivery of internships and recognised that they had over-estimated their ability to deliver this requirement of the contract therefore rendering them in breach of the contract.

On 5<sup>th</sup> Feb 2014 The Executive and Resources PDS Committee supported proposals to terminate the contract with the college for the delivery of the Bromley Youth Employment Project.

Based on the agreement of Members to honour payments for sustained out puts against those apprenticeships and internships that have already been created by the project and those created during the three month notice period, the anticipated budget for the second phase of support is between £264,772 and £348,295 (depending on the number of apprenticeships/internships delivered and the number of sustained out puts achieved).

#### **Changes to youth unemployment rates and welfare provision**

Since the original project specification was drawn up there have been significant changes to youth unemployment rates and welfare provision accompanied by recovery within the national economy.

Since members earmarked reserves to help tackle youth unemployment in the borough, the number of young unemployed individuals claiming Jobseekers Allowance in the borough has

## **APPENDIX 1**

reduced significantly by 46%. This compares to a regional reduction of 43% and a national reduction of 41%.

Of those young people claiming Job Seekers Allowance in December 2013 in the borough, 25% have been claiming Job Seekers Allowance for over 6 months and are being supported to find employment through the government's Work Programme.

There has also been an increase in the provision of focused support available for those young people who are further from the labour market or experience specific barriers to employment.

Given these changes a re-assessment is now required to identify the best way to support young people into sustainable employment, taking into account new ways of working with young unemployed people.

On 5<sup>th</sup> February 2014 The Executive and Resources PDS Committee supported proposals to reallocate the earmarked reserve to continue to support the objectives behind the project. The committee also supported proposals to approve a task and finish group, led by the Bromley Education Business Partnership and overseen by a Member Working Group to undertake an options appraisal. The Executive and Resources PDS Chairman asked that a draft work plan be drawn up and circulated to members.

### **Task and Finish Group Aims**

To conduct an options appraisal (taking in to account the general improvement in employment opportunities for young people and changes to welfare provision) to identify the best way to achieve:

a) the original project objectives:

- To tackle youth unemployment locally through supporting the creation of sustainable job opportunities for young unemployed Bromley residents
- To provide support to local business seeking to employ young people to support private sector growth
- To reduce the number of young people claiming Job Seeker's Allowance in the borough

b) the additional objectives highlighted by members of the Executive and Resources PDA on 5th February 2014:

- To identify the barriers to employment amongst young people (receiving evidence on whether young people were genuinely helped by such schemes)
- To identify how the Council could assist Looked after Children to find employment.

### **Task and Finish Group Objectives**

A) To gather evidence from representatives of the following sectors/groups:

- Business
- Employment and skills
- Regeneration
- Commissioning

## APPENDIX 1

- Human resources
- Young people

in order to identify:

- the demographics relating to youth unemployment among 16 - 24yr olds in the borough ((including a specific focus on Looked after Children).
- the barriers to participation faced by young people 16 -24 yrs old (including a specific focus on Looked after Children).
- the gaps in support and provision for young people to enable them to progress on to employment and training ((including a specific focus on Looked after Children).
- the challenges faced by local employers relating to the recruitment/ employment of young people ((including a specific focus on Looked after Children).

B) Use the information obtained to scope out options to improve the employment opportunities for young people

C) Report outcomes of the options appraisal to Executive and Resources PDS on 5<sup>th</sup> June 2014.

### Roles and Responsibilities

The Task and Finish group will be led by the Bromley Education Business Partnership (BEBP) and will be overseen by a member working party.

The Task and Finish group will be managed and chaired by Stella Marshall, Youth Development Officer with accountability to Paul King, Head of Bromley Youth Support Programme (in which the BEBP is situated).

One representative from each sector will be conscripted to sit on the overarching Task and Finish group, with sector based groups being brought together where possible to streamline the process for evidence gathering.

### Work plan

Action	Timescale
Draft Task and Finish group Terms of Reference and Work Plan	By 19 Feb
Liaise with Democratic Services re. a) confirmation that Portfolio Holder (Cllr Arthur) has approved proposals b) implications of 'Call in' period on timescales c) setting up of a Member Working Party.	By 28 Feb
Feedback from Members on Draft Terms of Reference	By 7 March
Hold first meeting of task group	10 - 21 March
Evidence gathering from sector representatives	10 March -11April
Analyse findings and scope out initial draft of options	14 - 25 April
Update on progress/present draft options to member working group for feedback	Wk beginning 28 April
Finalise options appraisal and draft the committee report	6 - 22 May
Committee report submitted	23 May
Executive and Resources PDS	5 June

## APPENDIX 1

### Sector Representatives

The aim will be to consult with the following individuals, services /organisations:

#### Business

South London Business  
Bromley Education Business Partnership Steering Group  
Economic Partnership  
Federation of Small Businesses

#### Employment and skills

Job Centre Plus  
National Apprenticeship Service  
Jan Smith - LBB Targeted Youth Support  
Helen Priest - LBB Bromley Virtual School  
Graham Glazier – LBB Leaving Care

#### Regeneration

Kevin Munnelly – LBB Regeneration

#### Commissioning

Lorna Blackwood -LBB Commissioning  
Debi Christie - LBB Commissioning

#### Human Resources

Charles Obazuaye - LBB Human Resources  
Mat Brooks – LBB Human Resources

#### Young people

Sample of apprentices currently on the Bromley Youth Employment Project  
Sample of young people who are NEET /at Risk of NEET (identified by LBB Targeted Youth support)

The Task group may also call upon other representatives from Council divisions and departments, or relevant stakeholders as required

## APPENDIX 1

### Appendix B

## Stakeholder Consultation List

### Business Sector

South East London Chamber of Commerce  
Federation of Small Businesses  
Bromley Education Business Partnership Steering Group  
Bromley Economic Partnership Group  
Sample of local employers attending the Corporate Social Responsibility event (13 .3.14)

### Education, Employment and Skills Sector

Job Centre Plus  
National Apprenticeship Service  
Bromley College (Capital B)  
National Careers Service  
LBB Targeted Youth Support  
LBB Bromley Virtual School  
LBB Leaving Care  
Prospects Business Consultancy (Business start-up)

### Community & Voluntary Sector

Community Links Bromley

### Regeneration

LBB Planning

### Commissioning

Lorna Blackwood -LBB Commissioning  
Debi Christie

### Human Resources

Charles Obazuaye - LBB Human Resources  
Mat Brooks – LBB Human Resources

### Young people

Sample of apprentices currently on the Bromley Youth Employment Project  
Sample of young people who are NEET /at Risk of NEET (as part of the Children Services Stakeholder consultation)