

DERBYSHIRE COUNTY COUNCIL

CABINET

1 September 2015

Joint Report of the Strategic Director - Economy, Transport and Environment, the Strategic Director for Children and Younger Adults and the Strategic Director for Corporate Resources

YOUTH EMPLOYMENT STRATEGY (STRATEGIC POLICY, ECONOMIC DEVELOPMENT AND BUDGET)

(1) **Purpose of Report** To seek Cabinet approval of the proposed 'Youth Employment Strategy 2015 – 2020', as set out in Appendix 1 of this report and to note the ongoing work to develop and deliver more joined up services to support children, adults and vulnerable people into employment, education or training.

(2) **Information and Analysis**

Background

The Council Plan sets out a priority to deliver a 'Derbyshire that works', including express support for delivering a Skills Strategy. The priority also includes a commitment to improved liaison and engagement with employers and training providers to ensure the best opportunities for all Derbyshire's residents, especially young people and vulnerable adults.

Cabinet has been presented previously with a report outlining the potential scope and focus of a skills strategy for the Council (Minute No. 281/14 refers). The report also advised Cabinet that a large amount of Council resources were, at that time, aligned to this area of work and that no single Council service or department was charged with sole (or lead) responsibility for delivering the employment and skills priority. It was on this basis that Cabinet agreed to establish a Member-led board tasked with co-ordinating and improving the Council's approach to employment and skills.

The Member board was also charged with developing a skills strategy for young people that sought to address identified issues around lack of clear strategic direction, limited integration and co-ordination of Council services and, ultimately, delivery of improved employment outcomes for Derbyshire residents.

Providing the strategic delivery environment for this work is the developing landscape of the Derby and Derbyshire Combined Authority (D2CA) and potential devolution deal. The D2CA sets out five clear, shared ambitions, one of which is to create a 21st Century Guildhall for Derbyshire. This seeks to fundamentally change the way in which the skills and labour demands of local employers are supported by better training and education provision and matched to the available labour market. The comprehensive co-ordination, alignment and integration of activity across a range of delivery stakeholders, including Job Centreplus, colleges, universities, local businesses, Chamber of Commerce and local authorities such as Derbyshire County Council, is critical to the success of the Guildhall ambition – and more importantly, to delivering improved economic outcomes for residents.

Developing the Strategy

The Council's Employment and Skills Board has met on three occasions and is chaired by Councillor Western and attended by Councillors Coyle and Botham. All relevant service areas are represented: Economy and Regeneration, Services for Teenagers (CAYA), Adult Education and Corporate Services.

At its meeting on 30 September 2014, the Board agreed that for the Council to achieve better employment outcomes, particularly for young people, there was a need to develop a dedicated Youth Employment Strategy. The Council's Employment and Skills Board, supported by a task and finish group of key officers, has now prepared a Youth Employment Strategy for Cabinet endorsement and approval; the Strategy is attached at Appendix 1 of this report.

The draft Youth Employment Strategy, 2015–2020 sets out Derbyshire County Council's commitment to supporting all young people under the age of 25 to make the successful transition from education and training into employment. The Strategy's vision is:

"To ensure the work of Derbyshire County Council, in liaison with key partners, is effectively targeted at reducing youth unemployment by developing a more cohesive and comprehensive approach to service delivery, resource alignment and addressing system failure in supporting young people into work, education and training".

Delivery of this vision will provide a critical building block in the development and success of the 21 Century Guildhall and will ensure the Council fulfils its commitment to the D2CA ambition.

To ensure progress against the Strategy's vision, the following priorities have been identified to help guide the actions and investments of the Council and key stakeholders. These are:

1. To improve labour market intelligence.
2. To equip young people with the skills and qualifications to successfully enter the labour market.
3. To develop a better understanding of employers' skill needs.
4. To influence the employment and skills system to ensure it is more responsive to the needs of young people and employers by aligning investment and intervention more effectively.
5. To improve employment of all young people, but particularly Derbyshire's most vulnerable young people.

It is intended the Strategy is a living document with actions and progress reviewed on a regular basis to ensure full alignment to the overarching Guildhall ambition, manage performance, and provide opportunity to update priorities and actions in response to new challenges and policies emerging in the national employment and skills system.

Responsibility for the delivery of the Strategy will be through the Council's Employment and Skills Board which meets on a regular basis and is charged with reporting progress back to Cabinet. Day to day delivery of the identified actions will be through the nominated service area, co-ordinated by the Officer Working Group.

On-going Work

In addition to the development of the draft Youth Employment Strategy, the Board has also commenced a review of the level and alignment of existing Council staff and financial resources supporting delivery of the broader skills and employment agenda. This work has progressed well and it is proposed that the results of the review, following consideration by the Employment and Skills Board, will be presented at a future Cabinet meeting, identifying potential areas for improvement.

(3) Financial Considerations Particular regard has been given to the Council's current financial pressures in the development of the Youth Employment Strategy and the proposed priorities and actions have been developed to maximise the effectiveness and efficiency of current service delivery and the very best use/ alignment of staffing and financial resources. There are no direct financial consequences resulting from the development of the draft Strategy, however, any specific financial implications resulting from the implementation of the Strategy will be subject to Cabinet consideration as appropriate.

(4) Equality and Diversity Considerations The Youth Employment Strategy will have a considerable, positive impact on the economic and wellbeing outcomes for young and vulnerable people by ensuring equality of opportunity in accessing appropriate education, training and employment.

(5) **Human Resource Considerations** There are no specific human resource implications resulting directly from this report, although particular regard has been given to the current focus of Council staff resources and service delivery in the development of the draft Strategy. Implementation of the Strategy, however, will require the continued co-operation of services across the Council and the development of shared prioritisation of agreed actions.

Other Considerations

In preparing this report, the relevance of the following factors has been considered: legal, prevention of crime and disorder, environmental, health, property and transport considerations.

(6) **Key Decision** Yes.

(7) **Call-In** Is it required that call-in be waived in respect of the decisions proposed in the report? No.

(8) **Background Papers** Held on file in Economy, Transport and Environment Department. Officer contact details – Andy Williams, extension 38342.

(9) **OFFICER'S RECOMMENDATIONS** That Cabinet:

- 9.1 Approves the Youth Employment Strategy 2015 – 2020 and agrees the implementation of identified priorities and actions through the Employment and Skills Board.
- 9.2 Notes that regular progress reports will be provided to Cabinet.
- 9.3 Notes the ongoing work to review the current level and alignment of Council resources deployed to support the skills and employment agenda and the proposal to provide a further report to Cabinet on conclusion of the work.

Mike Ashworth
Strategic Director –
Economy, Transport and
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A Youth Employment Strategy for Derbyshire County Council 2015 - 2020

Contents

To be inserted

Executive Summary

Derbyshire County Council's Council Plan sets out a pledge to deliver a 'Derbyshire that works'. Underpinning this pledge is a requirement to deliver a 'skills strategy', engage better with employees and create an economic climate that enables employers to offer employment opportunities for local people, but particularly young people.

This **Youth Employment Strategy** is Derbyshire County Council's commitment to support young people under the age of 25 make the successful transition from education and training into employment. The Strategy has been developed by the Council's newly formed Employment and Skills Board, chaired by the Leader of the Council and has, for the first time, brought together the work of all relevant Council departments that support young people entering the labour market.

Vision

To ensure the work of Derbyshire County Council – in liaison with key partners – is effectively targeted at reducing youth unemployment by developing a more cohesive and comprehensive approach to service delivery, resource alignment and addressing system failure in supporting young people into work, education and training.

To deliver this vision, the Strategy sets out the following five priorities that will guide the actions and investments of the County Council and key stakeholders over the next five years until 2020.

1. Improve labour market intelligence.
2. Equip young people with the skills & qualifications to successfully enter the labour market.
3. Develop a better understanding of employers' skill needs.
4. Influence the employment and skills system to ensure it is more responsive to the needs of young people and employers by aligning investment and intervention more effectively.
5. Improve employment outcomes for all young people, but particularly our most vulnerable young people.

An important thread running through the Strategy is to ensure the Council can bring change to an employment and skills system that is currently perceived to be unresponsive to the needs of young people and employers. Therefore, to deliver the Strategy it will be important to:

Influence	Engage
<ul style="list-style-type: none"> • Young people and their parents/carers. • Council departments. • Council members and officers. • Employers. • Schools, FE Colleges and Higher Education and their representative bodies. • Training Providers. • Commissioners and funding bodies. 	<ul style="list-style-type: none"> • Young people and their parents/carers. • Council departments. • Council members and officers. • Employers. • Schools, FE Colleges and Higher Education and their representative bodies. • Training providers. • Local Enterprise Partnerships. • Statutory partners. • Commissioners and funding bodies.

If Derbyshire's economy is to grow and prosper and young people are to benefit from any future employment opportunities, the Council must be prepared to face head-on some significant challenges. The Council must be determined and imaginative in how all available resources are used and how we can influence other key stakeholders to ensure stronger alignment between the skills that employers need and the skills that young people have the opportunity to learn. Therefore, the benefits to the Council in having a single 'whole council' Youth Employment Strategy include:

- Clarification and 'council wide' agreement of key issues in relation to youth employment.
- Identification and agreement of common objectives.
- Co-ordination of Council resources and effort.
- Providing an environment for relevant data sharing.
- Development of a co-ordinated offer for young people and employers that is appropriate and accessible.
- Influencing of external/national policy and resources.
- Supporting the development of a skilled and competitive workforce that meets the needs of employers, both now and in the future.
- Driving business development and economic growth.
- Developing collaborative partnership working to achieve common goals.
- Providing synergy between emerging education and skills policies translating into practice.
- Developing and influencing the work of the D2 Combined Authority Employment and Skills ambitions, particularly in relation to the 21st Century Guildhall.

Introduction

Derbyshire's economy is beginning to show signs of recovery and to deliver the Council's pledge to create a 'Derbyshire that Works', we must capitalise on the growth potential of the local economy, which includes:

- High productivity rates. Gross Value Added (GVA) is expected to increase in Derbyshire by 144% between 2013 and 2030. This compares to a 44% increase across the East Midlands and 39% nationally.
- An excellent business location with first-rate transport links.
- Sectors which offer considerable growth potential (professional, scientific & technical and construction sectors).
- Business survival rates which are above the national average, with over 90% of businesses surviving their first year and 61% surviving three years.
- Positive engagement with traineeships and apprenticeships amongst local employers.
- High participation rates in learning for 16/17 year olds.
- Strong HE/FE partnership relationships.
- The creation of a D2 Combined Authority – and the opportunity this brings in driving up GVA, productivity, business and job density.

Even though economic growth appears to be taking hold, the Council Plan, the Derbyshire Economic Strategy Statement and the emerging work of the D2 Employment and Skills Board, explicitly recognise the role of employability and skills in enabling our businesses to thrive and in improving the resilience and prosperity of our young people. Businesses cannot grow if they are unable to recruit people with the skills they need.

The Need for a Youth Employment Strategy

Reports by Government, the Chartered Business Institute, the Chamber of Commerce, the D2N2 and Sheffield City Region Local Enterprise Partnerships and Derbyshire County Council confirm a poor track record in managing the school to work transition. They consistently recognise the need for radical overhaul and improvement in vocational education and training and the urgency of addressing employers' concerns about the work readiness and employability skills of many school and college leavers and graduates.

The majority of young people in Derbyshire do succeed in education and make a positive transition to higher learning and/or employment. However, youth unemployment statistics show we are not succeeding well enough in engaging and educating **all** young people to a standard that ensures their future economic well-being meets the needs of Derbyshire's economy. This is a great waste of human potential which we can ill afford and this Strategy provides an opportunity to develop the support offered to all young people by the Council and our partners to enable the successful transition from education to employment.

Whilst the role young people will play in achieving economic growth in Derbyshire is widely documented, the Council also recognises certain young people face additional challenges that this Strategy will need to address, to enable all young key people to successfully compete for employment opportunities. *Appendix 1 sets out the challenges facing young people seeking employment; this was presented to the Council's Cabinet in August 2014.*

The vision of this Strategy is to:

Vision

To ensure the work of Derbyshire County Council – in liaison with key partners – is effectively targeted at reducing youth unemployment by developing a more cohesive and comprehensive approach to service delivery, resource alignment and addressing system failure in supporting young people into work, education and training.

To deliver on this vision, the scope of the Strategy can be systematically broken into two specific areas:

- 1. To achieve greater co-ordination of the Council's own resources and help to target resources at areas where there is need due to market failure.***

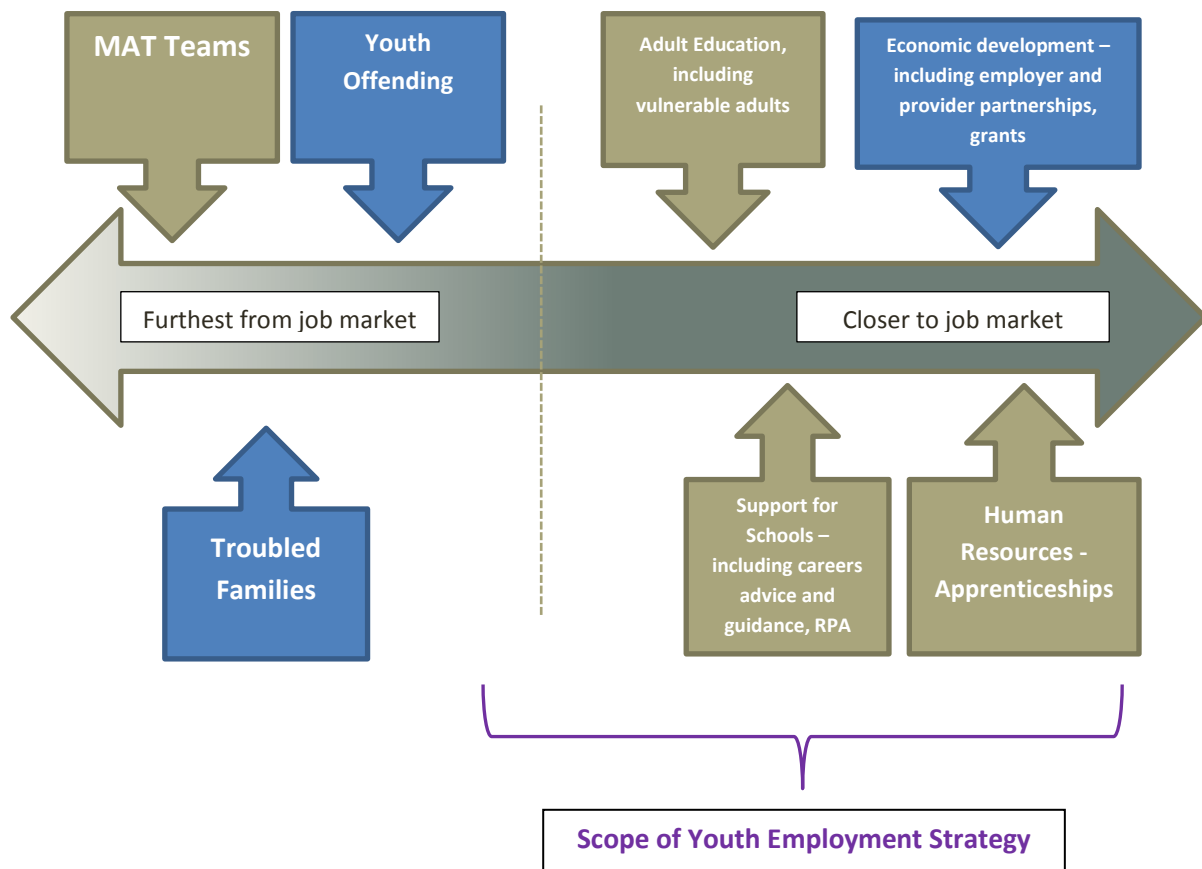
To deliver on this area of work, the Council will develop a 'whole Council' approach to youth employment and ensure all services and resources are aligned to a set of common and agreed actions and objectives. The Strategy will also help create an environment that provides open challenge, to ensure all available resources are providing successful outcomes for young people seeking employment.

It is recognised that every young person is different and that employment cannot be forced onto those who are not ready for work, for reasons such as health and wellbeing concerns. The Strategy cannot take precedence over or supersede the excellent services that provide vital support to vulnerable young people, but there is a need to develop innovative approaches to raising aspirations regarding the presumption of employment in adulthood and ensure employment opportunities are available.

This Strategy will therefore align all Council services that support young people and will galvanise delivery for those young people who are ready to enter the labour market to maximum effect.

Figure 1 overleaf provides an overview of the proposed scope of the Strategy.

Figure 1



2. To maximise the Council's role in influencing external partners around the provision of employment and skills opportunities.

There is a need to develop and maintain effective partnerships with those in Derbyshire who provide services that support young people's transition from education into employment. To do this, the Council will become the 'strategic leader' on tackling youth unemployment in Derbyshire.

The Council will develop relationships with relevant stakeholders to improve the co-ordination of external services and resources and work in partnership to find innovative ways to meet the needs of young people and employers.

Derbyshire County Council will make it explicitly clear to partners what they can expect from the Council, how we will work with partners and the contribution that we can jointly make towards achieving positive outcomes for our young people and employers.

The Case for Change: the Scale of Youth Unemployment in Derbyshire

Unemployment can scar young people and stunt their life chances and the financial consequences of young people moving into long term unemployment are high. The costs associated with the immediate interventions, such as benefit claims, are significant: assuming total unemployment fell by 10% in D2 (2,700 jobs) through targeted approaches to increasing the overall number and access to jobs, the additional tax revenue would equate to £9.32m per annum or £46.6m over the five year life span of this Strategy.

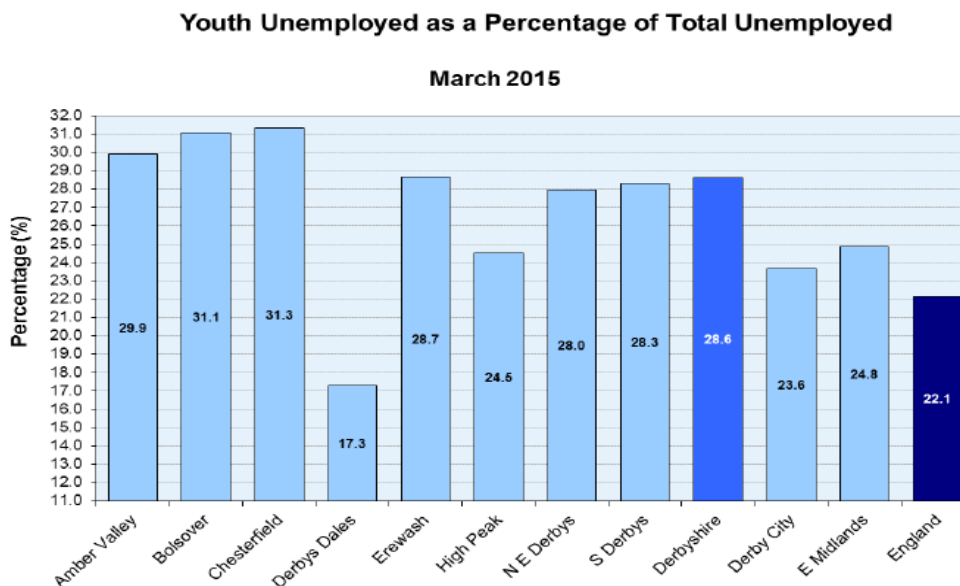
Beyond the financial costs, the human and societal costs of youth unemployment developing into long term unemployment are considerable. Often, there are mental and physical health consequences, the risk of offending increases and there are also clear links between inter-generational social problems and long term unemployment.

In times of recession, youth employment is impacted disproportionately with Derbyshire, like most areas of the UK, reporting greater figures of youth unemployment since the economic crisis of 2008.

	Derbyshire		East Midlands		England	
Date	number	rate	number	rate	number	rate
March 2008	2,790	3.7	18,175	3.3	220,485	3.5
March 2009	5,595	7.3	34,350	6.2	386,355	6.2
March 2010	5,795	7.5	35,715	6.5	391,200	6.3
March 2011	5,185	6.7	31,785	5.7	355,095	5.7
March 2012	5,880	7.6	37,035	6.7	408,580	6.5
March 2013	4,665	6.0	31,220	5.7	348,000	5.7
March 2014	3,170	4.0	21,730	3.9	239,360	3.8
March 2015	2,055	2.6	13,450	2.4	143,000	2.3

Figure 2: Youth unemployment in Derbyshire over an 8 year period

Unemployment is more common amongst young people. In March 2015, there were 2,055 people aged under 25 who were unemployed in Derbyshire (as defined by those claiming unemployment related benefits, currently Jobseeker's Allowance and National Insurance credits). This represents over a quarter (28.6%) of all unemployed people in the administrative county, and is higher than the England average (22.1%).



The above table shows that at district level, seven of the eight districts in Derbyshire, have youth unemployment levels that are above the national average (22.1%), with the exception of Derbyshire Dales (17.3%), which is lower than the national figure.

Typically, the unemployment rate for under 25 year olds in the county is nearly twice the working-age average. In March 2015, the unemployment rate for 16 to 24 year olds in Derbyshire was 2.6%, higher than East Midlands (2.4%) and England (2.3%). At district level, Chesterfield (3.9%), Erewash (3.2%), Bolsover (3.0%), North East Derbyshire (2.7%), and Amber Valley (2.6%) had rates above the national average (2.3%), whilst Derbyshire Dales (0.7%), South Derbyshire (1.5%), and High Peak (2.1%) had rates below the national average.

16 – 18 NEET Figures

Date	Number	Rate
March 2013	1,388	5.3%
March 2014	1,109	4.5%
March 2015	970	3.8%

The table above shows a gradual year on year reduction of 16 – 18 NEETs in Derbyshire. In March 2015, there were approximately 970, 16 – 18 year olds living in Derbyshire who were not in employment or full-time education. Derbyshire's NEET performance for March 2015 was 3.8%, equating to a 1.0% point improvement on the England average of 4.8%. the three month average for January to March 2015 was 3.9%, equating to a 0.8% improvement in performance on the same period for the previous year.

However, it is important to recognise that the overall reduction in Derbyshire NEET figure masks local disparity in NEET, with Amber Valley currently having a range of 1.1% (14) to 7.5% (40) NEET between MAT teams, similarly Bolsover and North East MAT have a range of 1.8% - 8.1% NEET.

Vulnerable Groups

The Council also recognises that our most vulnerable young people face additional challenges when trying to secure employment and that the actions resulting from this Strategy need to ensure that every young person, regardless of individual circumstance or where they live, is supported to secure employment.

For Children in Care, the NEET average is 15% (17), but figures vary significantly across areas, from 0% in South Derbyshire to 40.91% (8) in Erewash. For Care Leavers, the NEET figure range is 42.94% (72) but again this varies from area to area with 30% (6) in Bolsover and North East to 60% (9) in South Derbyshire.

Additionally, research undertaken by Disability Rights UK into the employment opportunities for young people suggests that at the age of 24 there is 36% gap between the employment rate of disabled and non-disabled young people, with employment rates of disabled people as a whole being 46%, compared to 79% for non-disabled people. These figures are worse for people who have mental health conditions and people who have learning disabilities, with statistics from Adult Social Care Outcomes Framework suggesting the employment rate for both these groups is 7%. Current figures for Derbyshire shows that NEET figures for 16-18 year olds with learning difficulties/or disabilities is 6.13% (90), with disparities across the county of 3.16% in South Derbyshire to 8.7% in Amber Valley.

A Fragmented Employment and Skills System

Youth employment is an issue for Government, the D2N2 and Sheffield City Region Local Enterprise Partnerships, Derbyshire County Council, employers, schools, HE/FE establishments, training providers, young people and their families.

The policy landscape on this agenda has changed almost beyond recognition since the start of the recession, and the election of the coalition Government in 2010 saw the reform of the skills and employment agendas taking a high priority. In 2014, the Local Government Association identified that there are around 40 different national schemes, services and payments costing in the region of £15 billion each year. These schemes cut across 10 Government departments or agencies and are aimed at 14 different age ranges.

An audit of Council services has shown the Council currently delivers 24 services that directly contribute to supporting a young person to enter the labour market, with the Council investing in the region of £4.3 million across approximately 130 FTE staff.

Whilst the wide range of available services and interventions - whether delivered nationally, regionally or locally - is not in itself a bad thing, the plethora of publically funded interventions has resulted in a fragmented and duplicated offer that young people and employers find hard to navigate and engage with.

Future Employment Opportunities in Derbyshire

Research undertaken by Oxford Economics on behalf of the County Council estimates that total employment in the East Midlands is forecast to rise by 0.7% in 2015. This outlook is broadly in line with expectations for the national economy, and means the East Midlands will continue to account for around 6.9% of UK employment.

The pace of growth in the East Midlands region is expected to slow post 2020, averaging 0.3% per year. On this basis, the number of jobs in the East Midlands region is forecast to be 2,415,800 in 2030, 179,000 higher than current levels, equal to an additional 155,000 full time equivalent posts equating to an additional 150,000 people working in the region.

Derbyshire's economy is forecast to rise on average by 0.4% per year over the rest of this decade, but is forecast to become relatively flat thereafter. This will equate to an additional 12,300 jobs in Derbyshire by 2030.

Our evidence tells us that job creation in Derbyshire is likely to be slower than across the UK over this period, This is principally due to employment in Derbyshire being more heavily concentrated in sectors that are expected to show weak or no growth in the future, and the county having less exposure to the fastest growing private services.

The largest rises in Derbyshire employment by 2030 are expected for the professional, scientific & technical sector (7,600 additional jobs), wholesale & retail trade (6,200) and construction (4,200). By contrast, the manufacturing sector is forecast to shed 13,700 jobs in the county by 2030, with further modest losses in parts of the public sector.

It is clear that whilst challenges remain in certain sectors, the local economy will create opportunities for young people to establish a career in Derbyshire - providing they are equipped and motivated to do so.

Linking Youth Employment to National, Regional and Local Strategies

Since 2010, a large proportion of the Government's approach to skills and employment has been devolved to the Local Enterprise Partnerships (LEP), following the recommendations contained in the Heseltine review, "No Stone Unturned in the Pursuit of Growth". Derbyshire County Council is a key partner of the D2N2 Local Enterprise Partnership and the Council also works (to varying degrees) alongside bordering LEPs such as the Sheffield City Region. The following provides an overview of the key strategies to which the County Council needs to have regard in the delivery of this Strategy.

D2N2 Skills for Growth Strategy

The D2N2 Skills for Growth Strategy sets out the D2N2's understanding of local skills and business needs. This Strategy identifies six priorities for action which will help to improve the competitiveness of businesses and tackle poverty and worklessness:

1. Develop sector growth agreements to make explicit ownership and shared responsibilities for investment, ICT, labour market intelligence and impact measures.
2. Improve business leadership, management skills and training needs analysis to help increase productivity and performance.
3. Promote and develop apprenticeships and traineeships to achieve higher level skills and improve social mobility.
4. Foster enterprise and the characteristics of entrepreneurial behaviour, career adaptability and resilience.

5. Raise the visibility of, and access to, career insights and specialist careers support for young people and adults to raise aspirations, participation, retention and achievement in learning and work.
6. Promote graduate recruitment and facilitate graduate retention in the region.

The Derbyshire Economic Strategy Statement (DESS):

This is a strategic document that brings together the ambitions and growth objectives of all the upper and second tier local authorities in Derbyshire, private and third sector partners across Derbyshire. The DESS contains a clear strategic objective of creating “a skilled future workforce to meet business needs and support a higher value added and knowledge-based economy”. Supporting this strategic objective is a range of priorities/actions aimed directly at supporting the youth employment agenda:

- Improve the provision of careers advice and employability skills to young people within schools, both pre and post 16.
- Work with HEIs to ensure higher level skills provision and offer meets the need of emerging sectors within Derbyshire.
- Support better education-industry links to promote the range of local employment opportunities and engage young people in their wider communities, including site visits, work experience, mentoring schemes, volunteering, and awareness raising sessions.
- Increase the take-up of high quality vocational and apprenticeship opportunities, particularly to those young people not in full time education.
- Work with employers and employer representative organisations to encourage business investment in skills and apprenticeship schemes such as the Trusted Employer Register.

Council Plan, Strategies and Service Plans

The Council Plan sets out a priority to deliver a ‘Derbyshire that Works’, including express support for delivering a Skills Strategy, better engagement with employees and ensuring opportunities are created for all Derbyshire’s residents, but especially young people.

There are also other aims and priorities within the Council Plan, many of which relate to building resilience and improving opportunities for young people. These include improving performance within schools, ensuring young people have the knowledge and skills they need to succeed at work, and improving outcomes for our most vulnerable young people who include looked after children, care leavers, teenage parents, young offenders and young people with learning difficulties.

The Council also takes seriously its own role in offering employment opportunities for young people. The ‘clear line of sight’ to support young people is clearly threaded throughout the Council Plan.

Sitting under the Council Plan and DESS are a number of strategies and service plans, all with activities, targets and outcomes that impact on the youth employment agenda:

- Anti-poverty Strategy.
- Derbyshire Adult Community Education Service Curriculum Strategy.

- Economic and Regeneration Service Plan.
- Children and Younger Adults Service Plan.
- Adult Care Service Plan.
- Corporate Resources Service Plan.

In synthesising the above, it is clear that youth unemployment levels remain stubbornly high; a range of national, regional and local services, strategies and action plans have been developed to support young people to enter into employment, but this has resulted in a complex and fragmented system that is not working to its full potential, is not delivering the required outcomes and is difficult to navigate.

It is also clear there is not one agency responsible or accountable for tackling youth unemployment in Derbyshire, and continually utilising Council and stakeholder resources in an uncoordinated manner will result in the same levels of underperformance, specifically:

- **Young people:** will continue to have a limited understanding of the clear pathways and progression routes into employment and will continue to miss opportunities for reaching their potential.
- **Employers:** will continue to voice a mismatch between needs and the ability to recruit appropriately skilled individuals, resulting in lower levels of productivity and growth.
- **Government departments and agencies:** will not realise value for money in the delivery of interventions, duplication and fragmentation will remain, resulting in unintended competition and under-performance.
- **Service providers:** will continue to hold a parochial view, with self-preservation the mainstay of their strategic vision.
- **Funding:** will become opportunistic, misaligned to priorities and targeted interventions and will continue to drive competition.

The need to co-ordinate the Council's own resources

The Council commits considerable amounts of resources (in the region of £4.3m) to support young people make the transition from education into employment, for example:

- Derbyshire Adult Community Education Service which utilises Education Funding Agency and Skills Funding Agency funding to deliver various qualifications, traineeships and apprenticeships.
- The Council is committed to apprenticeships and has improved its access to work experience and achieved the Department for Works and Pensions Fair Train Gold Award.
- The Economy and Regeneration Service delivers two successful Apprentice Grants for Employers (AGE) schemes to stimulate the creation of apprenticeships in the private sector.
- Adult Care delivers the Disability Employment Project that works with disabled people to help support them into work placements and find and remain in paid work.
- Derbyshire County Council delivers the National Careers Service contract.

Many of these services contribute to ensuring the Council meets its statutory duty in relation to the 'raising of the participation age' and to promoting the effective participation in

education or training of young people and making arrangements to identify those young people who are not participating.

In fulfilling this duty, the Council also delivers a range of other interventions that complement existing duties to secure sufficient suitable education and training provision for all 16-19 year olds (and young adults with a learning difficulty and/or disability up to the age of 25) and encourage, enable and assist young people to participate, and the processes in place to deliver the 'September Guarantee' and to track young people's participation.

From September 2012, the local authority's statutory duty to provide careers guidance to secondary school pupils transferred to schools. However, under the Learning and Skills Act 2000, and the Learning and Skills Act 2008, the Council retains the duty to:

- Encourage, enable and assist participation of young people in learning.
- Assist the most vulnerable and those at risk of becoming NEET (Not in Education, Employment or Training).
- Complete assessments of EHC plans for children with learning difficulties and disabilities, to identify the support needs of young people progressing into post compulsory education and training and to communicate with post-16 providers to ensure these needs are met.
- Track and record young people's intentions, and offers and provision of support pre and post-16 to maximise participation in learning and training.

To deliver these statutory duties, the Council:

- Provides participation support underpinned by high quality Information Advice and Guidance from Year 7 for vulnerable groups and from Y9 for those at risk of NEET or who are NEET.
- Provides a careers guidance service charged and tailored to schools to support their statutory responsibility in securing careers guidance for all pupils from Y9.

It is clear that a number of departments across the Council directly contribute to supporting this agenda, but often delivery is carried out in "silos". This Strategy seeks to challenge this and embed a 'whole council' approach to tackling youth employment that informs and drives policy-making across all departments, to ensure priorities and resources are aligned to maximising impact.

Influencing external stakeholders

The Council cannot change the current employment and skills system alone. It is evident the system in Derbyshire is administered via a myriad of stakeholders, none of which are wholly accountable to delivering a reduction in youth unemployment.

The Council as a decision maker, via its position on the D2N2 LEP (and the LEPs Skills Commission), the D2 Joint Committee and the D2 Employment and Skills Boards, and as a key partner to stakeholders such as the Education Funding Agency (EFA), the Skills Funding Agency (SFA) and Department for Work and Pensions (DWP), schools and HE/FE colleges, should become the 'strategic leader' in driving change in current employment and skills system.

To do this, the Council will need to develop more defined relationships (where appropriate) and adopt a strategic approach to delivering improvement in service delivery across the county and across key agencies. This approach should be guided by the alignment of all available resources based on need and not determined simply by individual organisational functions and market forces.

Performance Management: Managing and Delivering the Strategy

The success of this Strategy will depend upon the Council's willingness to take the steps that are needed to deliver it and the commitment of Chief Officers and Elected Members. Responsibility for the Strategy will be through the Derbyshire County Council's Employment and Skills Board for Young People which meets on a regular basis and reports progress back to Cabinet. Supporting the Board in the interim, will be the working group that has been established and is made up of relevant officers from key Council service areas.

In the longer term, the ownership and delivery of the Strategy will be handed to the Employment and Skills Service that is currently being established and will have the responsibility and accountability for all employment and skills policy development (both internal and external) and also key areas of service delivery.

To deliver on the Strategy's vision, the following priorities have been identified to help guide the actions and investments of the Council and key stakeholders over the next three years until 2018.

1. Improve labour market intelligence.
2. Equip young people with the skills and qualifications to successfully enter the labour market.
3. Develop a better understanding of employers' skill needs.
4. Influence the employment and skills system to ensure it is more responsive to the needs of young people and employers by aligning investment and intervention more effectively.
5. Improve employment opportunities for all young people, but particularly for our most vulnerable young people.

The Strategy is a living document and will be reviewed on a regular basis to manage performance and update the focus in response to new challenges and policy directions emerging in the employment and skills system. The action plan at the end of this document identifies the initial set of actions that will be delivered to improve the support offered to young people to successfully move from education into employment.

The following performance indicators will enable an assessment of the impact of the Strategy. Appendix 2 details the targets for the period of the Strategy (2015-2020) against each indicator.

Key Performance Indicators
16 – 18 NEET.
16 – 18 NEET Unknown.
16 – 18 year old apprenticeship starts in Derbyshire.
19 – 24 year old apprenticeship starts in Derbyshire.
16 – 24 year old unemployment figures.
16 – 24 year old long term unemployment figures.
5 A*- C GCSE (Including English and maths).
Schools achieving CE IAG quality awards.
DCC Apprenticeship positive destination overall target.
Number of DCC Apprentices securing permanent employment with the County Council.
Number of DCC Apprentices securing other positive destinations.
Number of work experience places created within the County Council.
Number of Care Leavers entering employment.
Number of Care Leavers securing other positive destinations.
HR, recruiting managers and the Disability Employment Team to work together to provide a range of employment opportunities and recruitment initiatives to encourage people from a diverse range of backgrounds.
Provide a range of supported employment opportunities for vulnerable young people, adults with learning disabilities and people who use mental health services.

The Derby and Derbyshire Combined Authority, Devolution and the 21st Century Guildhall

A key area of work for the County Council over the last 18 months has been the development of the D2 Joint Committee. This work has culminated with a submission to Government to form a Combined Authority (CA) for the D2 area. Government has informed the D2 Joint Committee that it has presented a compelling case for a CA and it is anticipated, subject to Government sign-off, the D2CA will be enacted in April 2016.

Devolution of powers and funding will be a major vehicle for the D2CA to successfully deliver economic growth. To assist the drive for devolution, partners of the proposed D2CA supported the submission to Government (in March 2015) of the D2N2 LEP devolution prospectus. This was the first submission from a two-tier area (D2 and N2 [Nottinghamshire and Nottingham City]) with significant physical, social and geographic challenges.

The devolution prospectus represents a nationally scalable model of sustained economic growth in partnership with the D2N2 cities, counties and districts and will use the two CA of the D2N2 LEP - D2CA and N2CA - as the platform for a strong cohesive delivery of the devolution prospectus. Part of the core purpose of the D2CA is therefore to ensure the D2N2 LEP devolution prospectus is translated into local delivery that meets the identified ambitions of the D2CA.

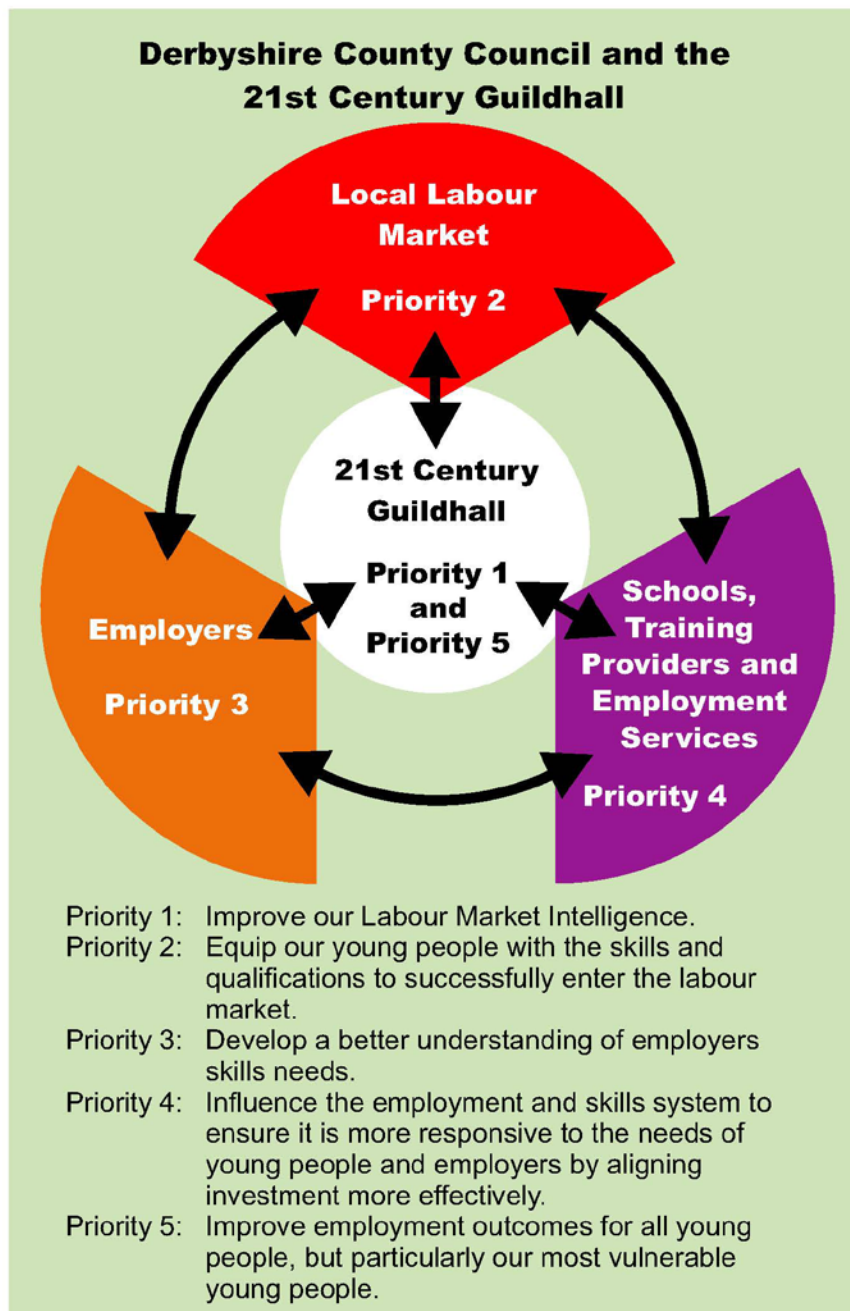
In undertaking the governance review and preparing the ambitions of the D2CA, strong commitment from the 10 local authorities, providers and employers have been galvanised around the requirements to improve the local employment and skills system and drive forward a 'wholesale' step change in the local employment and skills system.

To achieve this step change the County Council is currently supporting the D2CA developing the 21st Century Guildhall model. This approach centres on developing greater co-ordination across three interlinking strands of a successful employment and skills system.

1. Active development and support to the labour market (all ages): SUPPLY.
2. Schools, HE/FE and training and educational services: PROVIDER.
3. Meeting local economic demands (employers): DEMAND.

Work is currently underway that is challenging the current employment and skills system in order to set out a succinct set of “asks, freedoms and flexibilities” to enter negotiations with Government to obtain relevant, devolved powers/funding that is specific and applicable to the needs of the D2 economy and the delivery of the 21st Century Guildhall model.

As the 21st Century Guildhall is going to be the delivery vehicle for improving the current employment and skills system, it seems sensible to integrate and align the Youth Employment Strategy with the 21st Century Guildhall model. The following diagram shows how each of the Strategy’s five priorities align to the 21st Century Guildhall concept.



Potential Funding Opportunities for Delivering the Strategy

EU Funding

In 2013, Government asked each Local Enterprise Partnership to draw up a six year strategy for spending a notional allocation of European Structural and Investment Funds (ESIF). The D2N2 EU Structural Investment Fund allocation is one of the largest in the country at approximately €251m (approximately £219m) for 2014-2020, comprised of:

- €122,000,000 – ERDF (European Regional Development Fund).
- €122,000,000 – ESF (European Social Fund).
- €6,898,081 – EAFRD - (European Agricultural Fund for Rural Development).

It is the 'ESF' element of the ESIF Strategy that provides the funding to help reduce economic inactivity and increase workforce skills in Derbyshire. The D2N2 approach to the ESF has been to develop 11 programme areas, with the majority of the ESF allocation being matched at source via 'opt-ins' with the Skills Funding Agency, the Department for Work and Pensions and Big Lottery.

The Council needs to be in a position to take advantage of ESF funding opportunities either by securing contracts to deliver the programme areas, provide support to relevant partners to bid and deliver contracts, or by positioning ourselves correctly so we can influence how the 11 programme areas will be delivered in Derbyshire.

Realigning Council Resources

The Council currently commits in the region of £4million of resources towards this agenda. As this Strategy develops and services are challenged, efficiencies may be found that can be directed to new services areas that can be developed to supporting young people enter employment.

Traded Services

Exploring the value of trading council services to relevant stakeholders may also offer a suitable approach to delivering new services.

Planning and Procurement

Derbyshire County Council is a planning authority and a significant commissioner and procurer of goods and services with considerable spending power. Both these roles offer opportunities to support young people enter the labour market. Consideration should be given to how the Council could maximise planning 'conditions' to contribute to employment and training opportunities and the Public Services (Social Value) Act 2012 which places a duty on public bodies to consider social value in its approach to procurement and commissioning so they also deliver employment and training opportunities.

Strategic Priorities and Action Plan:

In line with good performance management principles, the Plan aligns headline actions to each of the five strategic priorities of this Strategy.

1] Improve Labour Market Intelligence

Services (both internal and external) that aim to support a young person enter employment need to be developed based on the intelligent interpretation of relevant labour market intelligence (LMI) and not on assumed knowledge. Adopting this approach into service design will lead to more effective and targeted interventions, a more coordinated approach and will minimise duplication.

The LMI used by the Council is not comprehensive and is held by a number of different departments, as well as external partners. The Council needs to be clear what LMI is required to shape this agenda and how it will be used. While there is a large amount of labour market intelligence available, it is not always presented in a way that is easily understood, or in a way that helps readily identify the appropriate courses of action. For example, the same LMI can be used for different reasons - the information provided to a young person for careers choices on an identified growth sector would be very different to how the identical LMI would be presented to a funding body to influence how it commissions resources to the same growth sector.

A new approach is required that enables the Council to obtain a better understanding, sharing, and co-ordination of Derbyshire's LMI. This is critical for the Council to be in a position to develop effective solutions and influence positive change within the current employment and skills system.

Priority 1: Improve our Labour Market Intelligence (LMI)						
Key Performance Indicators	Current	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/2020
This priority has no direct links with any KPIs. Delivering the priority will enable the council to gather a firm evidence base that will direct how the remaining priorities are met.						
Objective P1a: Establish a County Council LMI group.		Lead Officer/Service	Delivery timescale	Progress Update		RAG
Action 1:	Identify the LMI required to deliver this Strategy and wider employment and skills ambitions.	ESB Working Group	August 2015 October 2015	To be started		RED

Action 2:	Establish and maintain a system to gather and analyse LMI required to deliver this Strategy.	ESB Working Group	October 2015 December 2015	To be started	RED
Action 3:	Develop effective LMI sharing protocols with external partners.	ESB Working Group	October 2015 March 2016	To be started	RED
Action 4:	Develop an approach to sharing LMI in order to deliver this Strategy including professional development of staff.	ESB Working Group	October 2015 March 2016	To be started	RED

2] Equip ALL young people with the skills and qualifications to successfully enter the labour market.

The issues surrounding young people's employability and work readiness has been, and continues to be, well documented at national, regional and local levels (the CBI, UKCES, D2N2 and East Midlands Chamber). The 2013 National Careers Council report evidenced that "young people and adults face tough competition for jobs, yet many employers report difficulties in recruiting people with the right skills". The situation in Derbyshire with general levels of low skills but a forecasted prediction for a demand in growth of high skills, illustrates the gap in understanding of career options, progression pathways and the need for high quality careers education, information advice and guidance (CEIAG).

However, there remains a strong focus to continually improve educational achievements (GCSE and A Levels) of young people. This focus will continue to be of critical importance to ensuring a positive future for our young people. These efforts, however, need to be supplemented by a similar impetus on improving employability, work readiness and a wider understanding of the labour market if young people are to be fully equipped to make the most of their education and future employment opportunities.

To move into employment, a young person must be able to demonstrate they have the skills and attributes to understand what opportunities are suitable to their own 'skills set' and then be able to understand how to sell themselves ahead of others, through the recruitment process, including CV preparation, completing job applications and attending interviews and work trials. Having the right employability and work readiness skills will also enable a young person to perform effectively and remain in employment.

Inspiring young people and their families to capitalise on their individual potential requires a full understanding of what is actually meant by CEIAG and then to explore new contemporary approaches to delivery. In a labour market where young people are disproportionately affected, there is a requirement to ensure they can learn the appropriate employability and work ready skills and also have access to relevant labour

market intelligence that provides insight into various job roles, likely salary, training and access requirements to compete for the available employment opportunities in Derbyshire's economy.

The County Council, employers, education and training providers and agencies such as DWP should be encouraged to all work together to engage young people to recognise all the available options to develop their career via innovative approaches to CEIAG.

Priority 2] Equip ALL young people with the skills & qualifications to successfully enter the labour market.						
Key Performance Indicators	Current	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/2020
16 – 18 year old apprenticeship starts in Derbyshire.	2650	ns	ns	ns	ns	ns
19 – 24 year old apprenticeship starts in Derbyshire.	2850	ns	ns	ns	ns	ns
16 – 24 year old unemployment figures.	2,055	-7%	-7%	-7%	-7%	-7%
16 – 24 year old long term unemployment figures.	TBC					
5 A*- C GCSE (Including English and maths).	53.7%	57%	60%	63%	66%	NS
Schools achieving CE IAG quality awards.						
DCC Apprenticeship positive destination overall target.	80%	80%	82%	82%	85%	85%
Number of work experience places created within the County Council.	215	220	225	230	235	240

Objective P2a: Ensure the Strategy is developed and delivered in line with the Employment and Skills ambitions of the D2CA, with particular focus on the development of the 21st Century Guildhall Concept.		Lead Officer/Service	Delivery timescale	Progress Update	RAG
Action 1:	Develop a County Council Employment and Skills Service to deliver this Strategy and wider employment and skills ambitions relating to the D2CA.	???	March 2016	Initial discussions taking place	AMBER
Action 2:	Develop a 'whole council' definition of employability skills that will be used as a basis for influencing future provision.	ESB Working Group	August 2015 October 2015	To be started	RED
Action 3:	Develop a 'whole council' definition of CEIAG that will be used as a basis for influencing current and future provision.	ESB Working Group	August 2015 October 2015	To be started	RED

Objective P2b: Develop new and innovative ways to deliver CEIAG.		Lead Officer/Service	Delivery timescale	Progress Update	RAG
Action 1:	Review the CEIAG offer to schools, including the Derbyshire County Council CAG Traded Services, and recommend a D2 approach with partners.	Service for Teenagers/ETE	October 2015 March 2016	Review of DCC Traded Careers Service to be completed and shared with CAYA in September 2015. Findings to be shared with Board in Autumn 2015.	Amber
Action 2:	Develop and agree a framework of CEIAG a young person should have access to and proactively explore DCC resources and partnership/funding opportunities for delivery.	ESB Working Group & Service for Teenagers	October 2015 March 2016	To be started.	RED
Action 3:	Explore the use of School Governing Bodies as an approach to raise the importance of CEIAG, including employability in all schools.	ESB Working Group & CAYA	October 2015 March 2016	To be started.	RED
Action 4:	Encourage and support all schools to obtain CEIAG Quality Awards.	CAYA		To be started.	RED
Objective P2c: Linking Business with Schools		Lead Officer/Service	Delivery timescale	Progress Update	RAG
Action 1:	Identify the current activities taking place between business and education and the main challenges and opportunities for business/education linkages.	ESB Working Group	October 2015 March 2016	To be started.	RED
Action 2:	Develop and agree a 'Business/Education Charter' to be promoted and delivered to relevant partners.	ESB Working Group	October 2015 March 2016	To be started.	RED
Action 3:	Ensure the county's learning communities embrace the employment and skills agenda.	Service for Teenagers	Ongoing	???	???

Objective P2d: Review and evaluate the routes for young people into employment with the Council		Lead Officer/Service	Delivery timescale	Progress Update	RAG
Action 1:	To continue to support the development of work experience across schools in Derbyshire, including the health and safety service and for the Council to be an employer of choice for quality work experience.	Corporate HR & CAYA	Ongoing	215 work experience created in 2014/2015	Green
Action 2:	Explore opportunities as a planning authority to create opportunities for young people. Especially traineeships and entry level jobs.	Planning	October 2015 March 2016	Initial discussion will begin to take place with the Planning Dept to develop this action.	RED
Action 3:	Examine the potential to use of the Council's procurement to increase the number of apprentices, traineeships work experience placements and guaranteed interviews.	Corporate Procurement	October 2015 March 2016	Initial discussion will begin to take place with the Procurement to develop this action.	RED
Action 4:	Support the rollout of the Raising Aspirations project across Derbyshire.	Public Health		<p>In September 2015, the Raising Aspirations Programmes being rolled out in Amber Valley (Aldercar Community College, Alfreton Grange), Bolsover (Heritage High, Frederick Gent), Erewash (Ormiston Ilkeston Enterprise Academy, Wilsthorpe Community School), South Derbyshire (William Allitt School) after securing core funding from Public Health.</p> <p>Officers will explore other areas of funding to see an increased footprint of Raising Aspirations.</p>	Amber

3] Develop a better understanding of employers' skills needs.

As Derbyshire's economy moves towards a model characterised by high performance and high value added sectors (professional, scientific and technical sectors), businesses and partners report to the Council that vacancies are often not being filled as employers cannot source suitable skilled or work ready recruits from the immediate area. There is, therefore, a requirement to better understand employers' skills needs so that the employment and skills system can respond to those needs. There is no easy solution to this issue and there is a need for creative thinking to address local intelligence need in this respect.

Priority 3] Develop a better understand of employers skills needs.						
Key Performance Indicators	Current	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/2020
16 – 18 NEET.	4.8%	3.5%	3.3%	3.2%	3.1%	NS
16 – 18 NEET Unknown.	5.5%	3%	2%	2%	2%	NS
16 – 24 year old unemployment figures.	2,055	-7%	-7%	-7%	-7%	-7%
16 – 24 year old long term unemployment figures.	TBC					
Number of DCC Apprentices securing permanent employment with the County Council.	49%					
Number of DCC Apprentices securing other positive destinations.	31%					
Number of Care Leavers securing employment and other positive destinations.	48%	70%	75%	80%	80%	NS
Objective P3a: Develop and deliver a Business Engagement approach in relation to skills needs.						
		Lead Officer/Service	Delivery timescale	Progress Update	RAG	
Action 1:	Work alongside training providers, business groups, the D2 ESB and the D2N2 LEP to develop an approach to identify employers' skills needs.	ESB Working Group	August 2015 March 2016	To be started	RED	
Action 2:	Develop an intelligent system which logs and tracks local employers' current and future skills needs which is used to influence provision.	ESB Working Group	October 2015	To be started	RED	

Objective P3b: Ensure that training and development provision closely aligns with and meets employers' needs.		Lead Officer/Service	Delivery timescale	Progress Update	RAG
Action 1:	Ensure that both young people and employers understand the current pathways to employment, including Traineeships and Apprenticeships.	ESB Working Group	March 2016	To be started	RED
Action 2:	Identify barriers, duplication and opportunities and influence required to change with relevant partners.	ESB Working Group & Service for Teenagers	October 2015 March 2016	To be started	RED
Action 3:	Strengthen collaborative working with relevant partners to provide a seamless offer to employers.	ESB Working Group & CAYA	March 2016	To be started	RED

4] Influence the employment and skills system to ensure it is more responsive to the needs of young people and employers by aligning investment more effectively.

The Council Plan and the Derbyshire Economic Strategy Statement both note the importance of employment and skills and the need to align the current system with the needs of young people and employers. The creation of the D2CA will provide the ultimate vehicle and will potentially become the 'accountable body' for transforming and delivering a coherent employment and skills system that meets the requirements of Derbyshire's economy.

This Strategy however, offers a precursor to the CA and provides an opportunity for all relevant stakeholders to work together more effectively, share expertise and data, and tailor both mainstream activity and new employment and skills initiatives to the needs of our young people and employers.

Priority 4] Influence the employment and skills system to ensure it is more responsive to the needs of young people and employers by aligning investment more effectively.						
Key Performance Indicators	Current	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/2020
This priority has no direct links with any KPIs. Delivering this priority is about the work on shaping and influencing the D2CA and devolution agenda.						
Objective P4a: Develop relationships with key stakeholders/decision makers in the employment and skills system in line with the development of the 21st Century Guildhall Concept.		Lead Officer/Service	Delivery timescale	Progress Update	RAG	
Action 1:	Review current relationship with key stakeholders in the employment and skills system in view of the ambitions of the D2CA.	ESB Working Group	Ongoing	Initial discussion have taken place with key HE/FE institutions	AMBER	
Action 2:	Promote this Strategy to key stakeholders to obtain 'buy-in' and position the council as a strategic leader in relation to the delivery of the employment and skills system in Derbyshire.	ESB Working Group	October 2015 January 2016	To be started	RED	
Objective P4b: Develop relationships with key funding agencies, including the Education Funding Agency, Skills Funding Agency and the Department for Work and Pensions in line with the D2CA ambition of receiving devolved funding.		Lead Officer/Service	Delivery timescale	Progress Update	RAG	
Action 1:	In preparation of the D2CA, explore and develop processes to ensure the CA becomes part of the commissioning process of (current and future) central government employment and skills budget.	Economic Regeneration	March 2016	To be started	RED	
Action 2:	To develop a formal process in exploring how the D2CA can receive devolved central Government employment and skills budget.	Economic Regeneration	March 2017	To be started	RED	

5] Improve employment outcomes for all young people, but in particular our most vulnerable young people.

We want to target support more effectively to young people who are at greatest risk of poor outcomes and future unemployment. The Strategy recognises that certain groups of young people face challenges in their lives and need additional support. These groups include vulnerable and disadvantaged young people who are looked after by the local authority, care leavers, adopted young people, young offenders and young parents.

Priority 5] Improve employment outcomes for all young people, but in particular our most vulnerable young people.						
Key Performance Indicators	Current	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/2020
HR, recruiting managers and the Disability Employment Team to work together to provide a range of employment opportunities and recruitment initiatives to encourage people from a diverse range of backgrounds.	250	60	65	70	75	80
Provide a range of supported employment opportunities for vulnerable young people, adults with learning disabilities and people who use mental health services.	50	260	270	275	280	285
Objective P5a Develop approaches to enhance the support provided to vulnerable young people seeking employment.						
		Lead Officer/Service	Delivery timescale		Progress Update	RAG
Action 1:	Map the current level of provision and identify gaps in services (internal and external) that could be maximised through closer partnership approaches.	ESB Working Group, CAYA and Adult Care	August 2015 March 2016			RED
Action 2:	Develop the support and provision to enable vulnerable people to enter employment, including internships and work experience, both internal and with private sector employers.	ESB Working Group, CAYA and Adult Care	March 2016			AMBER
Action 3:	Consider the Children and Families Act (Part 3) 2014 Reforms and how the needs of children and young people with	CAYA and Adult Care	Ongoing		The Council is already looking at how these reforms will impact on service design.	Green

	Special Educational Needs and Disabilities (SEND) are met.				
Action 4:	Support the development of the ESF Social Inclusion Framework to ensure Derbyshire's vulnerable residents benefit from this programme.	Economic Regeneration	September 2015	Discussions are already taking place with local consortia in preparation for the submission of Expressions of Interest.	Green

Appendix 1: Key Challenges Facing Young People Seeking Employment

<u>Support for Young People</u>	<u>Skills for Young People</u>	<u>Employment and the Labour Market</u>
<ul style="list-style-type: none"> • Council services are not aligned and co-ordinated to full effect and there is scope for greater effectiveness and impact in the use of the Council's resources. • Derbyshire schools buy insufficient quantities of quality independent careers education, information advice and guidance (CEIAG). • There is fragmentation in the way external agencies and organisations across Derbyshire work together to support young people into employment. • Teachers appear to lack the appropriate level of knowledge and understanding of the employment, apprenticeship and training opportunities that are available and appear not to be giving rounded advice to young people on the alternatives to education. • Schools vary in their engagement with local businesses. Where this does occur, whilst it is valuable, it will only offer a very limited view of the opportunities available. • Young people receive most of their advice and influence from parents who may lack the knowledge or aspiration for their children. • There is a need to ensure support and provision for vulnerable children - including those who are looked after and those with disabilities. 	<ul style="list-style-type: none"> • Employers report that young people seeking work are in many instances, just not work ready, this applies mostly to attitude, not skills. • Employers and young people often feel CEIAG does not focus on informing young people of the importance of employability skills. Where these skills have been learnt they have not been linked to employment eg arriving on time for school is the same as arriving on time for work, but employers report young people are lax in this respect. • Enterprise education and development of entrepreneurship skills is lacking within learning environments¹. • Feedback suggests that schools and families do not know how to prepare young people for work. • The myriad of training providers results in a level of complexity of routes for skills/learning that people find difficult to navigate and often have several failed attempts before finding the right course. • There is a clear need to ensure disadvantaged young adults are supported into employment, skills, training or education. 	<ul style="list-style-type: none"> • Apprenticeships are available across most of Derbyshire's key sectors (eg advanced engineering) but local people are not able/ willing to take up the appointments. • Some young people are unaware of the job opportunities available as recruitment is often word of mouth, especially by small/medium sized enterprises. • Employers and young people can be confused by the range of different initiatives relating to youth unemployment, particularly in relation to apprenticeship, training and work experience. • There is a lack of entry-level jobs and where they do exist, they are filled by more experienced workers. • There is limited understanding by employers (and opportunities) of the potential contribution of vulnerable adults in the workplace. • Workless families do not have access to networks of employers who can provide opportunities. • Local businesses advise they have job vacancies they cannot fill and often look elsewhere for their labour force.

¹ Lord Young's report on Enterprise in Schools https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/338749/EnterpriseForAll-lowres-200614.pdf

Appendix 2: Key Performance Indicators

Key Performance Indicators	Current	2015 – 2016 Target	2016 -2017 Target	2017 – 2018 Target	2018 -2019 Target	2019 – 2020 Target
16 – 18 NEET.	4.8%	3.5%	3.3%	3.2%	3.1%	NS
16 – 18 NEET Unknown.	5.5%	3%	2%	2%	2%	NS
16 – 18 year old apprenticeship starts in Derbyshire.	2650	ns	ns	ns	ns	ns
19 – 24 year old apprenticeship starts in Derbyshire.	2850	ns	ns	ns	ns	ns
16 – 24 year old unemployment figures.	2,055 (2.8% rate) March 2015	-7%	-7%	-7%	-7%	-7%
16 – 24 year old long term unemployment figures.	TBC					
5 A*- C GCSE (Including English and maths).	53.7%	57%	60%	63%	66%	NS
Schools achieving CE IAG quality awards.						
DCC Apprenticeship positive destination overall target.	80%	80%	82%	82%	85%	85%
Number of DCC Apprentices securing permanent employment with the County Council.	49%					
Number of DCC Apprentices securing other positive destinations.	31%					
Number of work experience places created within the County Council.	215	220	225	230	235	240
Number of Care Leavers securing employment and other positive destinations.	48%	70%	75%	80%	80%	NS
HR, recruiting managers and the Disability Employment Team to work together to provide a range of employment opportunities and recruitment initiatives to encourage people from a diverse range of backgrounds.	50	60	65	70	75	80
Provide a range of supported employment opportunities for vulnerable young people, adults with learning disabilities and people who use mental health services.	250	260	270	275	280	285