

Background:

In 2012 the City of Lincoln Council commissioned a feasibility study around identified areas of challenge for young people accessing training, education and employment in the City of Lincoln.

The study identified that the key challenges were:

- Lack of advice and guidance services
- Lack of access to other support services
- Lack of awareness of the training and education provision on offer
- Access to online services to apply for apprenticeships, jobs, training
- Finding a willing employer to take on an apprentice
- Low apprenticeship pay
- Low level qualifications
- What to do next after making the wrong decision
- Providers finding young people to access their programmes

Learning from the feasibility review and consultation with young people, providers and employers it was agreed that a ‘One Stop Shop’ of services was needed where young people could source advice and guidance, support to overcome barriers and link up with providers and employers to help them move forward.

On the basis of the above, there may be an opportunity for West Lindsey and more significantly the town of Gainsborough to capitalise from the research obtained by Lincoln – an area that has similar challenges relating to youth unemployment?

Is there any provision already available?

Various training and educational establishments such as CLIP Learning and Riverside Training offer a Job Club to encourage potential learners to access their service. The provision on offer is limited and utilises only the skills and expertise of their own workforce. It is likely that these organisations use existing resources to fund the extra activity as the benefit is attracting potential learners onto their funded courses.

A “one stop” job club “hub” could still attract these providers into a central location along with a range of other providers and support organisations. However this will also enable West Lindsey District Council to carry out monitoring and reporting on each participant attending the Job Club so we can track participants and their progress (as a rule it is challenging trying to get information from providers, Colleges etc. on learner outcomes!)

What resources can we offer?

- External Premises – Gainsborough has a number of empty properties that could be utilised to base a Gainsborough Job Club?
- Internal Rooms– there are already a plethora of organisations co-located in the Guildhall. This could also form the base of an out of hour’s job club – the ground floor of the building could be utilised.
- Staff with the expertise to manage the club and co-ordinate the activities and services effectively.

What services could we offer?

- Careers Advice
- Start – Up Business Advice (1-1) and/or Start – Up workshop (1 to many)
- Sector specific employment advice (using local employers)
- Apprenticeship Advice
- Interview Training
- CV Development/ Supporting Letters etc.
- Reading Club/Library
- Volunteering/Work Experience Opportunities
- Preparing for work – one day workshops covering: time keeping, codes of conduct, dress code, etc.
- Access to counselling, mental health support, financial experts, and home choices advisers etc.
- Advice for people who have made the wrong choices.

In addition to the services above the Job Club would provide an opportunity to bring people together and this could include:

- Family Learning
- Peer to peer mentoring

Potential barriers:

- Objections from providers already offering a “job Club” in the town.
- Reliance on staff, local providers and employers to support this.
- Getting people to come into the Job Club! Particularly if the times/venue does not tie in with job centre appointments.
- Cost – even with volunteers to organise and run this, there are still overhead costs to consider.

How will it be funded in Lincoln?

City of Lincoln have committed £26k pa for 5 years! This is to cover adaptation of premises, admin, data management and reporting, room rental, consultancy support for the action plan etc. They anticipate leveraging funds from partner organisations for additional costs.

Analysis of Youth Unemployment in West Lindsey

Overview

The following will examine rates of youth unemployment within West Lindsey, relative to other local authorities.

Definition

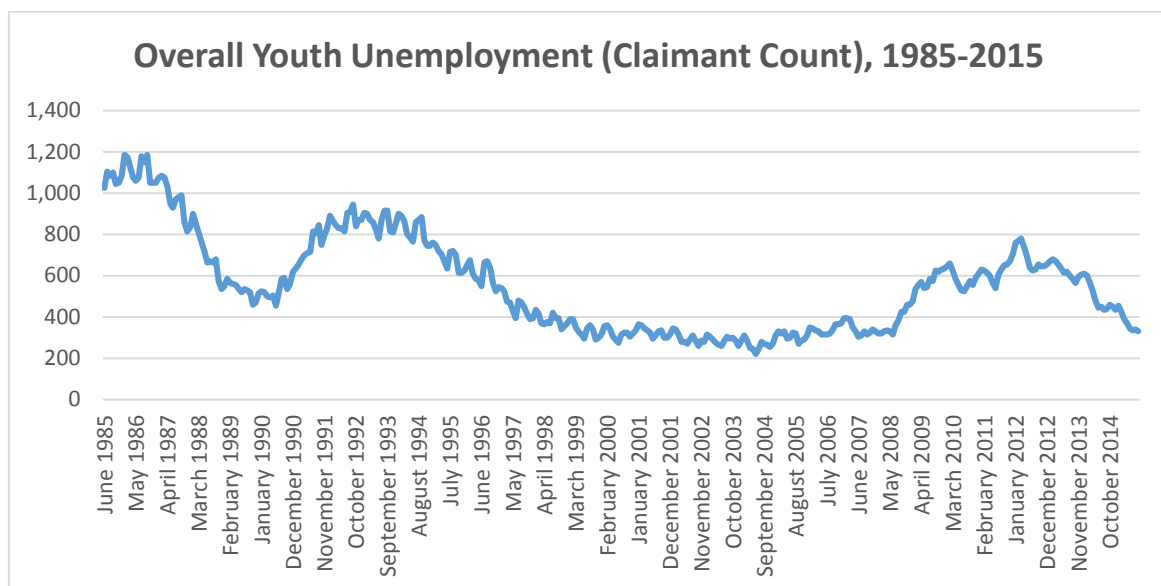
Youth unemployment is defined as unemployment affecting those aged between 18 and 24. For most comparisons here, claimant count of JSA will be used; although this doesn't cover all unemployment, it makes comparisons easy.

Current and Historic Rates

The rate in West Lindsey is 5.0%, as of August 2015; this is over double the national rate of 2.4%, and 2.6 percentage points above. In January 2008 the difference was 1.0 percentage points, suggesting that West Lindsey has lagged in this area compared to other authorities.

Over Time

Nomis lists rates of unemployment from 1985 to 2015, allowing for the observation of a long-term historic trend (as figures from 2008 may be anomalous).



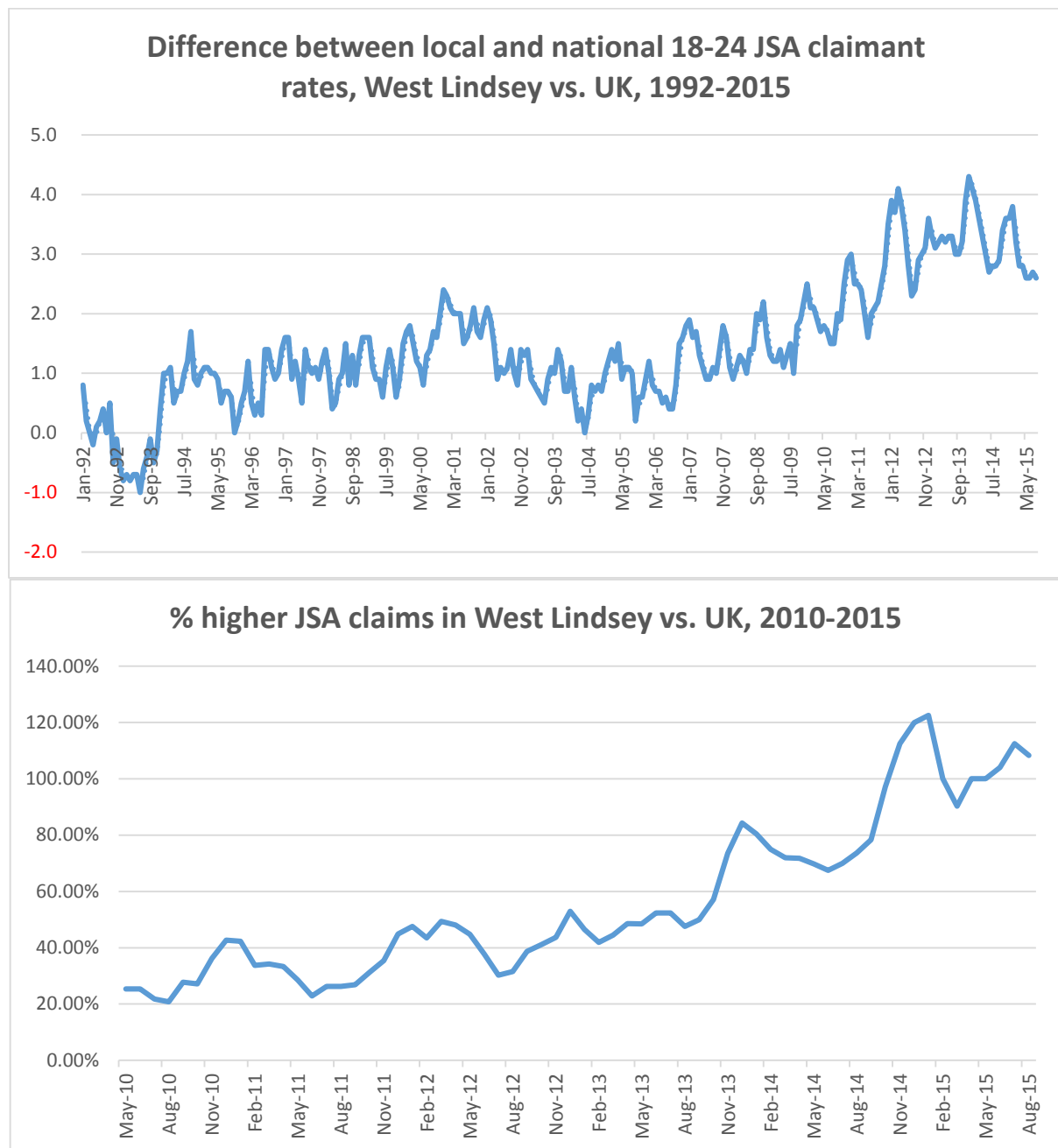
The initial figures show that there have been four historic peaks in youth unemployment within the district. The first and highest occurred in 1985-6, the second in 1993, the third in 2009 and the most recent in 2012. The first three are explainable by national economic recession and the nature of

unemployment as a lagging indicator, but the 2012 peak occurred during what was not technically recessionary activity on the national level. This suggests that West Lindsey saw a double-dip recession after 2008, even if the nation did not.

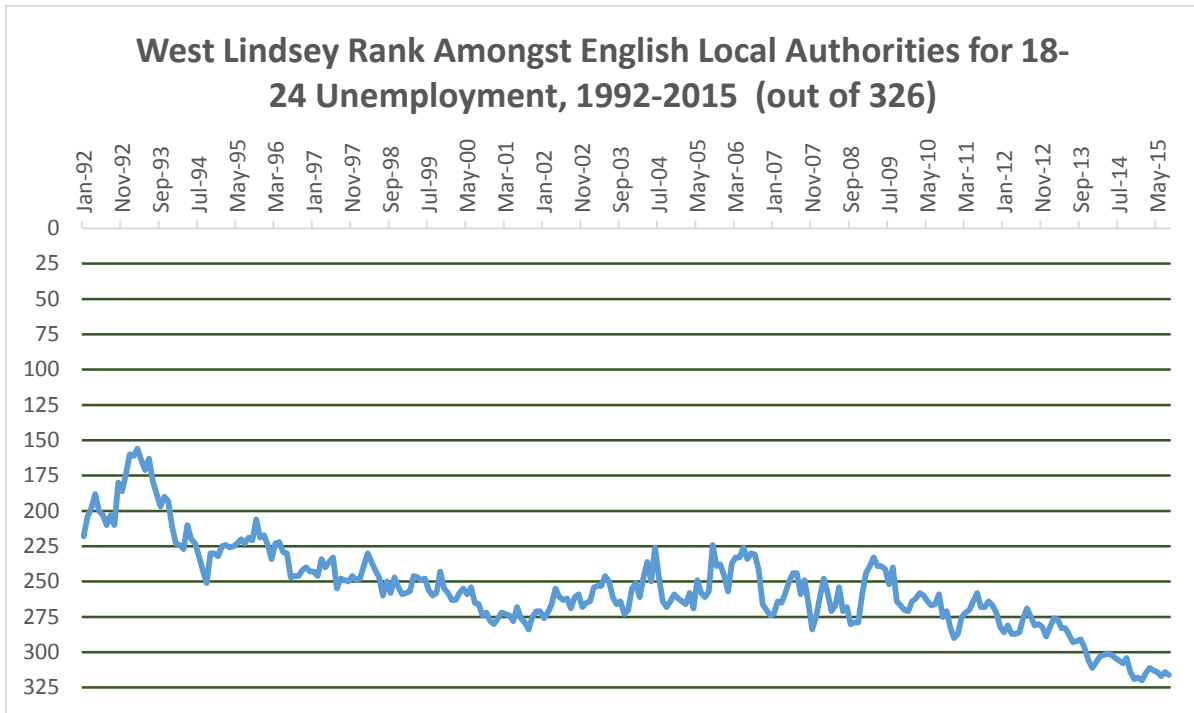
The historic low occurred in 2004, in line with the national trend of the time. With 220 claimants, the claimant count was two-thirds the current number.

Vs. Other Authorities

There are 326 authorities at the district/unitary level in England, and also a national rate to compare with (statistics for some areas, such as Northern Ireland, are somewhat incomplete). Compared to the national rate, West Lindsey’s youth unemployment has steadily drifted higher in relative terms (below), as both a percentage point difference and as a proportion.



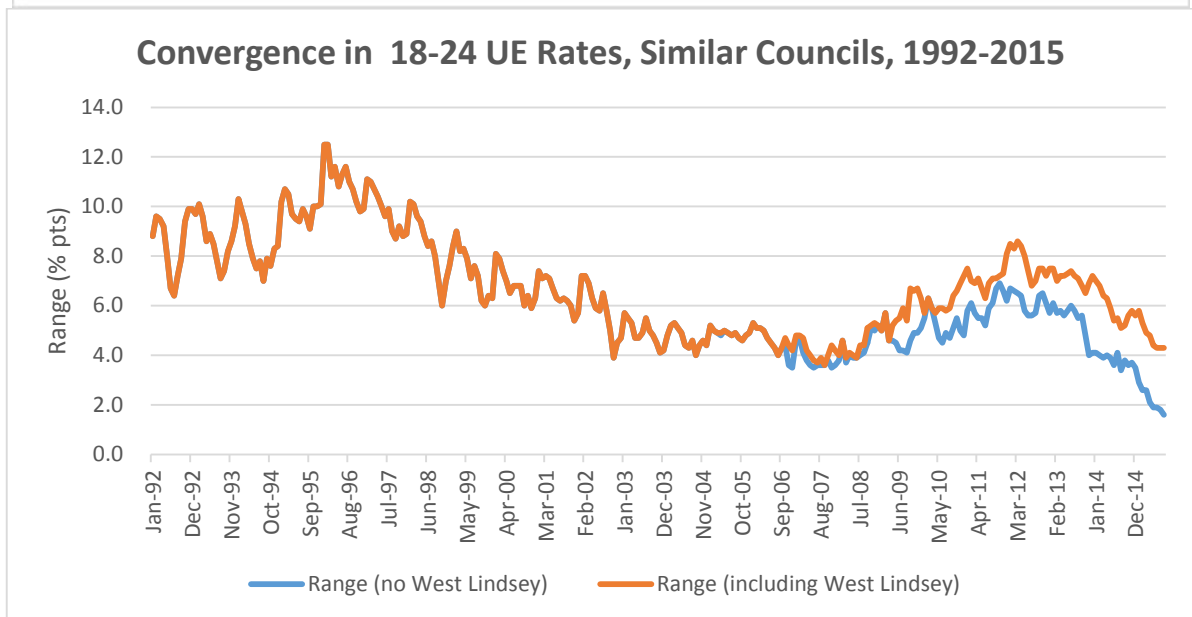
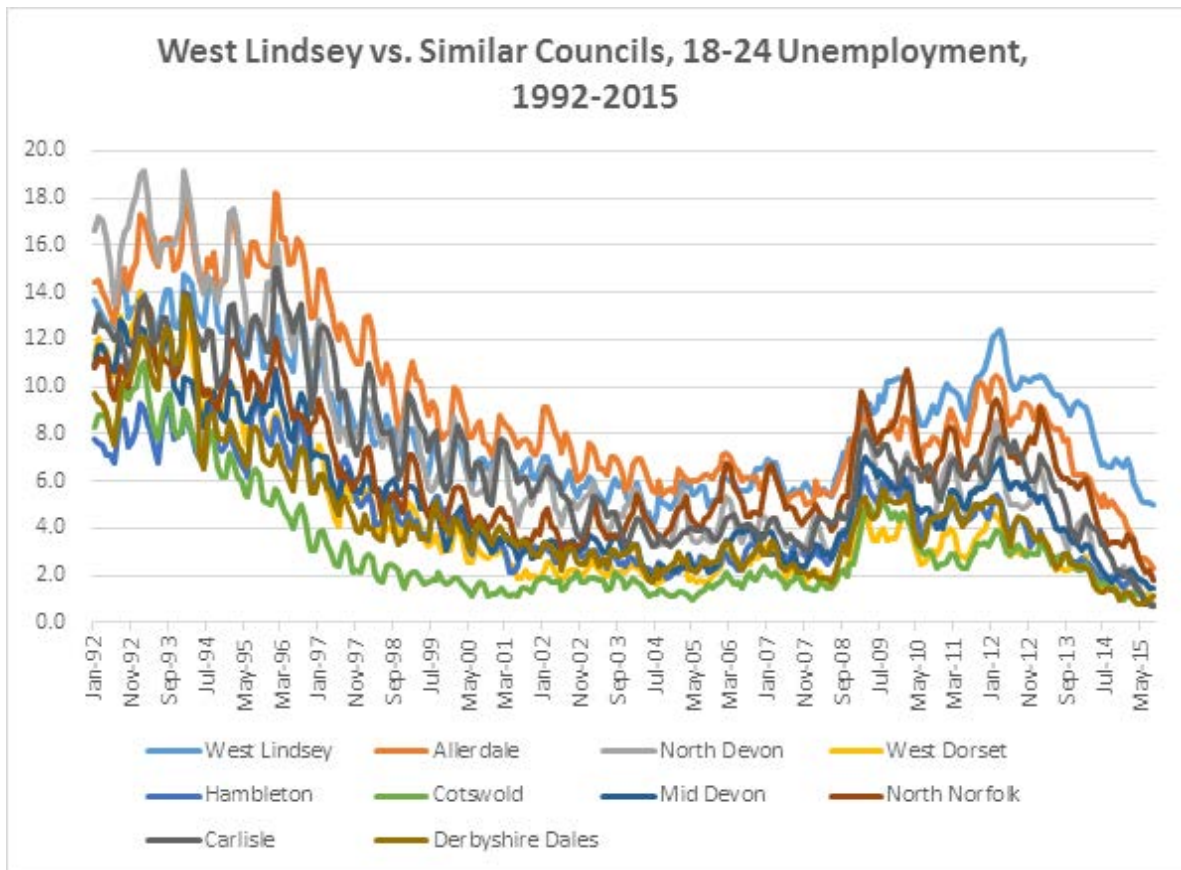
When ranking authorities for 18-24 unemployment, it transpires that West Lindsey has only once (March 1993) been above the median performance. After the early 1990s recession, however, relative performance declines, suggesting that the response to this recession was also sluggish. August 2009 represents the last time West Lindsey’s ranking for youth unemployment has been outside the bottom quartile.



Similar Authorities

Comparing West Lindsey to similar councils (as measured by the Local Authority Similarity Index Comparator, original five variables, no weighting) shows that the district, when compared to the nine most similar councils (forming a “top ten” in the process) has never ranked higher than seventh, and has been tenth amongst them since April 2010 (upper graph below).

Amongst the similar councils, there has been a convergence of rates, making them much closer than they have previously been. However, this does not seem to apply to West Lindsey, once again implying there is a special issue within the district.



Potential Factors

Qualifications and Skills

There is no immediately obvious indicator that West Lindsey is lacking in a skilled workforce. As seen below, West Lindsey's upskilling of those aged between 16 and 64 has kept pace between the Censuses in 2001 and 2011.

Change in Qualification Levels, 16-64, 2001-2011						
LA	None	L1	L2	L3	L4+	Other
Derbyshire Dales	-10.03%	-4.02%	-2.17%	6.04%	10.95%	-0.76%
Cotswold	-8.28%	-3.05%	-5.06%	4.86%	10.68%	0.85%
Mid Devon	-10.09%	-3.48%	-3.47%	6.81%	10.25%	-0.02%
West Dorset	-9.06%	-3.98%	-3.86%	6.81%	10.17%	-0.09%
West Lindsey	-10.79%	-4.18%	-2.40%	7.38%	10.07%	-0.08%
North Devon	-10.06%	-4.00%	-3.19%	7.70%	9.60%	-0.05%
Hambleton	-9.40%	-3.65%	-3.68%	7.18%	9.56%	-0.01%
North Norfolk	-11.62%	-2.76%	-1.19%	6.62%	8.79%	0.16%
Allerdale	-11.70%	-2.91%	-2.09%	7.33%	8.12%	1.24%
Carlisle	-10.81%	-2.70%	-3.35%	7.54%	8.03%	1.29%

Restricting the dataset to those aged 16 to 24 (18 to 24 is not available) shows West Lindsey to be comparable to other local authorities, both in the gains of higher-skilled workers and fall in lower-skilled.

Change in Qualification Levels, 16-24, 2001-2011						
LA	None	L1	L2	L3	L4+	Other
North Norfolk	-6.29%	2.86%	-7.79%	4.29%	3.22%	3.72%
North Devon	-3.86%	2.48%	-9.33%	3.49%	2.64%	4.57%
West Dorset	-7.75%	2.27%	-8.87%	6.67%	3.15%	4.53%
Hambleton	-5.53%	1.91%	-8.64%	4.64%	2.35%	5.27%
Carlisle	-6.92%	1.76%	-8.25%	6.08%	1.76%	5.57%
West Lindsey	-6.41%	1.70%	-6.99%	4.42%	2.65%	4.63%
Mid Devon	-5.43%	1.69%	-9.13%	5.55%	2.78%	4.54%
Allerdale	-6.68%	1.61%	-6.20%	4.23%	1.72%	5.31%
Derbyshire Dales	-5.23%	1.44%	-8.82%	6.89%	2.59%	3.13%
Cotswold	-4.84%	1.06%	-7.35%	6.46%	1.39%	3.28%

Job Security and Options

Wards Where 16-24 Employment is Above/Below Overall District Average (2011)			
	Below District Average	Above District Average	% of District Average Employment in Sector
Agriculture, energy, water	17	8	84%
Manufacturing	23	2	78%
Construction	18	7	90%
Distribution, hotels, restaurants	0	25	188%
Transport, communications	23	2	52%
Financial, professional, admin	19	6	82%
Public sector	25	0	64%
Other	0	25	183%

Of the eight broad categories listed within the Nomis Census statistics, just two see 16-24 year olds (18-24 specifically not available) with an equal to or greater likelihood to working in the sector

compared to the overall population. In both sectors, this increased likelihood (nowhere in the 200 cross-breaks of 8 sectors and 25 wards do figures match the average) applies across every single one of the 25 pre-2015 wards.

One of these industries is traditional retail, which is both a sizeable sector and one that may affect the overall wealth level of a district (see “Causations” report). The second is the category of “Other”; in West Lindsey, 97% of all employment in this sector belongs to the arts, entertainment and recreation, as of 2011.

It is also, however, in these two sectors that Gainsborough underperforms. Amongst retail, Gainsborough wards East, North and South-West rank 20th, 25th and 24th respectively; amongst other (as aforementioned, essentially arts and recreation) they rank 16th, 15th and 21st. The overall picture suggested by the data is of a potential inability to break into most sectors for most young people living in the district, and of difficulty getting a job in any sector in Gainsborough.

One caveat regarding this data is that it is rooted in 2011 Census data; however, given the decreasing rank in youth unemployment since (see graph above) there may be reason to believe the impression given is optimistic compared to the actual state of the 2015 labour market.

West Lindsey vs. Other Local Authorities by Sector (2011)				
Disadvantage:	Compared to Older Employees		Compared to Other LAs	
Industrial Sector	% of District Average in Sector	Rank Amongst LAs	LQ for 16-24 Age Group	Rank Amongst LAs
Agriculture, energy, water	84%	80	3.35	8
Manufacturing	78%	20	1.55	48
Construction	90%	179	1.11	141
Distribution, hotels, etc.	188%	154	0.93	256
Transport, comms	52%	216	0.63	280
Financial, prof., admin	82%	151	0.64	282
Public sector	64%	172	1.12	48
Other	183%	43	0.98	167

Analysis of West Lindsey by sector compared to other local authorities suggests that, compared to older workers, West Lindsey’s 16-24 population is not too disadvantaged; whilst construction (figures suggest the industry struggled particularly hard in 2011), the public sector (subjected to cuts) and transport/communications (no easy explanation, beyond perhaps training requirements) performed below the median; all others performed above.

When compared location quotients (LQ), West Lindsey performed best in agriculture and manufacturing, which suggests that whilst these industries are ageing in terms of workforce, they may decline less sharply in West Lindsey than elsewhere, and may even be better placed for any kind of resurgence in either sector compared to some other authorities. Despite being no more likely to hire younger employees (versus older ones) compared to any other local authority, the public sector nonetheless employs more young people than the typical district. Meanwhile, the district’s arts and recreation sector remains somewhat underdeveloped, even as it proves to be young-worker-friendly. Financial, professional and administrative roles appear to be available to young people, except the sector is the least development in West Lindsey.

The potential sidelining of young workers into low-paid retail in West Lindsey is, if anything, a milder version of the national trend. Transport and communications is both closed off to younger people, and a much smaller sector, relative to elsewhere.

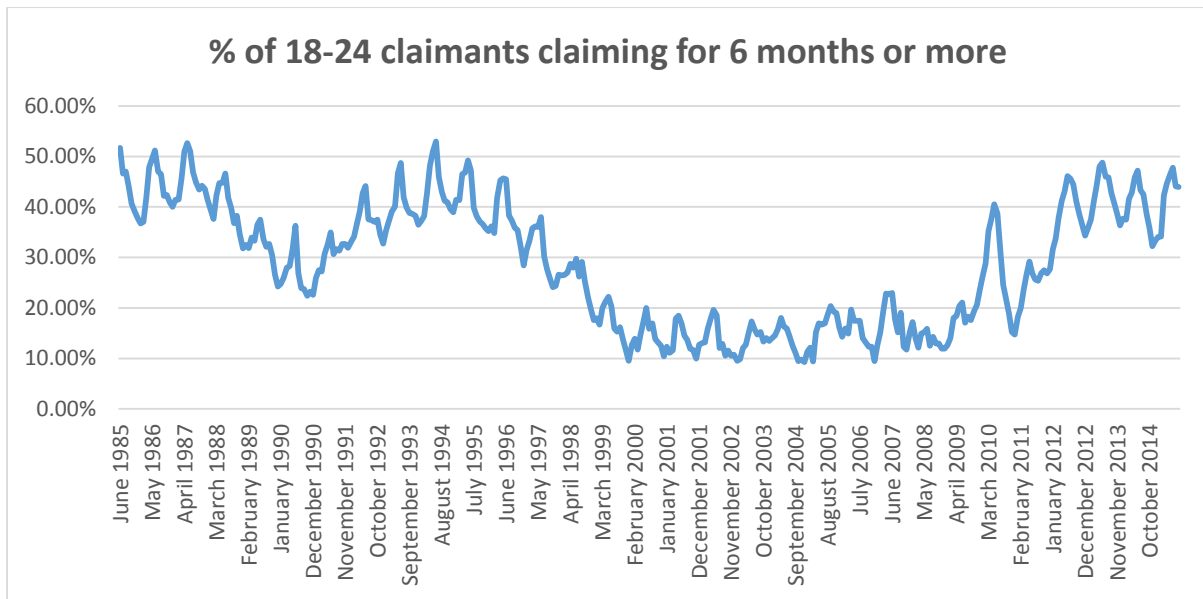
Ageing Population?

Year	No., 65+	Population	%	Increase, % pts.
2002	14,900	81,100	18.37	n/a
2003	15,200	82,500	18.42	+0.05
2004	15,600	83,800	18.62	+0.20
2005	15,900	84,600	18.79	+0.17
2006	16,200	85,900	18.86	+0.07
2007	16,600	87,300	19.01	+0.15
2008	17,200	88,300	19.48	+0.47
2009	17,800	88,600	20.09	+0.61
2010	18,300	89,400	20.47	+0.38
2011	18,800	89,400	21.03	+0.56
2012	19,700	90,000	21.89	+0.86
2013	20,400	90,700	22.49	+0.60
2014	21,100	91,800	22.98	+0.49
Change	+6,200	+10,300	+25.10%	+4.61%

The over-65 population of West Lindsey has increased during every year of the 21st Century. However, there is little evidence to suggest this has any kind of adverse economic effect in isolation; other authorities (below) have seen higher rises without the same issues, and have even higher proportions of the over-65 demographic. It is hence unlikely that any sort of demographic dominance in isolation has any direct negative influence on 18-24 year olds.

Change in % 65+, 2002-2014		
LA	% 65+	Change
Hambleton	24.04%	6.00%
Derbyshire Dales	24.93%	5.62%
North Norfolk	31.21%	5.48%
West Lindsey	22.98%	4.61%
West Dorset	28.79%	4.46%
Allerdale	22.88%	4.33%
Cotswold	24.32%	4.32%
North Devon	24.33%	3.99%
Mid Devon	22.37%	3.70%
Carlisle	20.13%	2.23%

Hysteresis

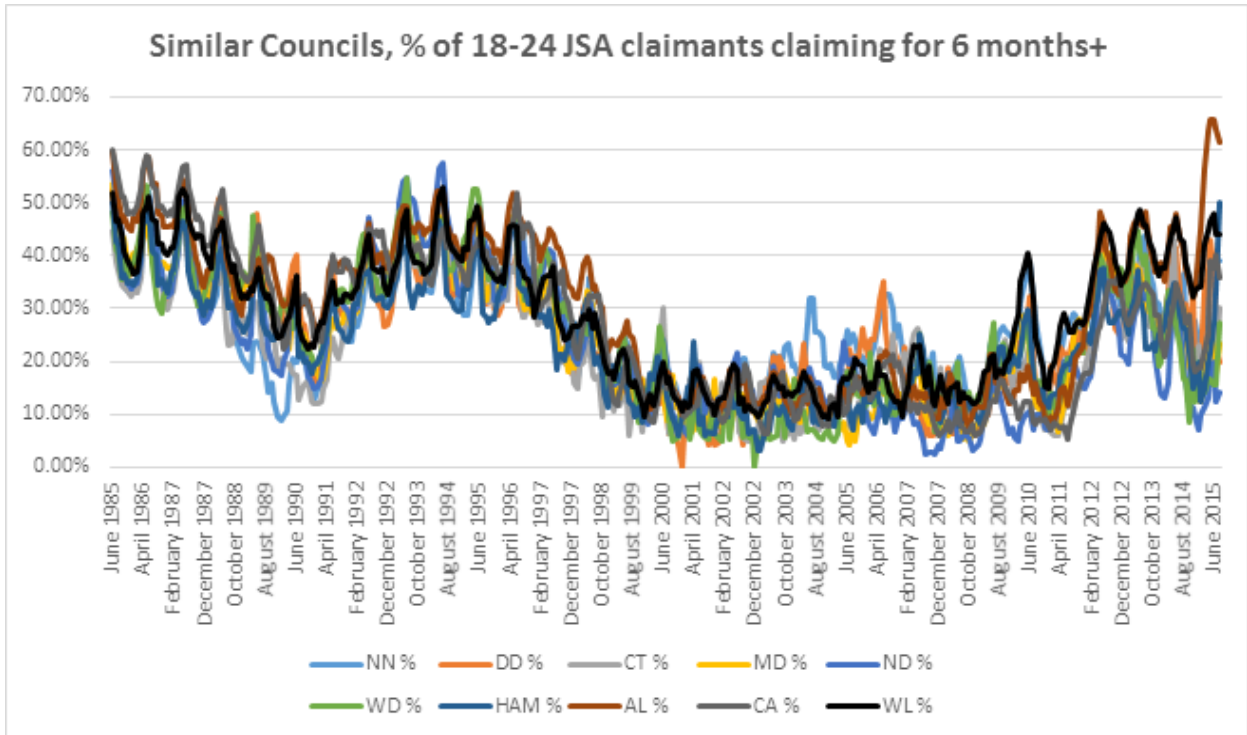


Hysteresis is the process where high unemployment in the present creates higher unemployment in the future; in some respects it is a similar concept to inertia (although in this case it is the change which creates the momentum, rather than momentum blocking the change).

As can be seen above, the proportion of long-term unemployed (as opposed to the absolute numbers) rose significantly and continuously from September 2009 to May 2010, from 17.6% of claimants to 40.5%. It then rapidly fell to 14.8% by December 2010, before climbing to a new high of 46.1% in June 2012. In August 2015 the proportion stood at 43.9%, although seasonal trends will guarantee this will fall until around December.

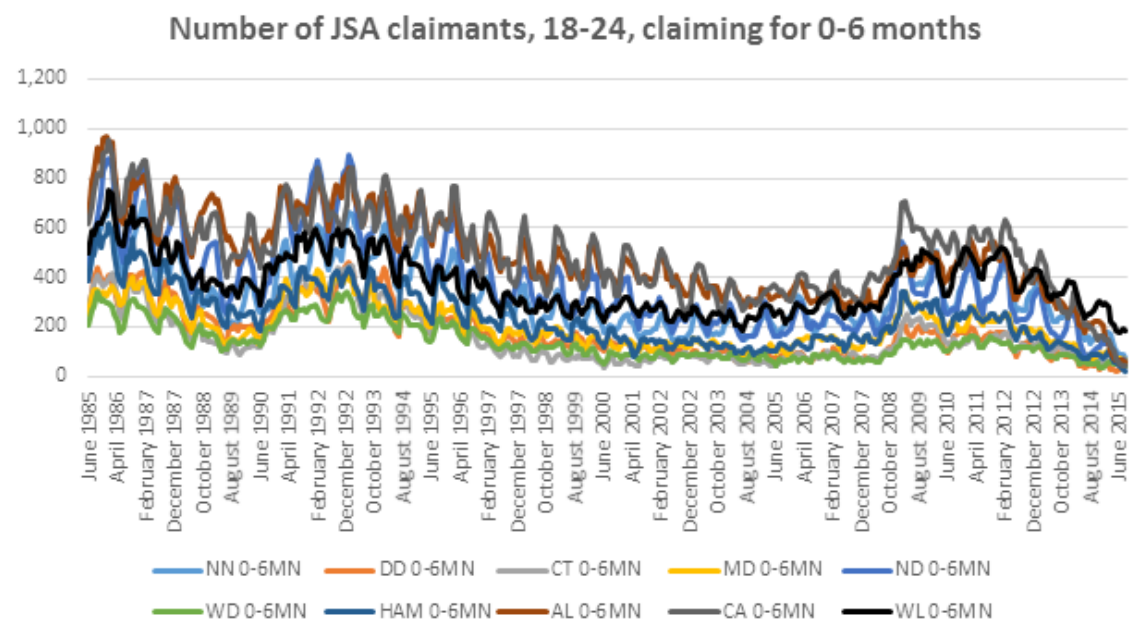
The long-term unemployed have made up at least 30% of 18-24 year old JSA claimants since December 2011.

However, examination of similar councils reveals that proportion alone is not sufficiently explanatory (below). Whilst West Lindsey has one of the higher rates, it does not possess the highest. Allerdale's overall unemployment is falling faster than its long-term unemployment, and Hambleton's youth unemployment is very low, meaning that small variations in long-term claimants can hugely affect the proportions.



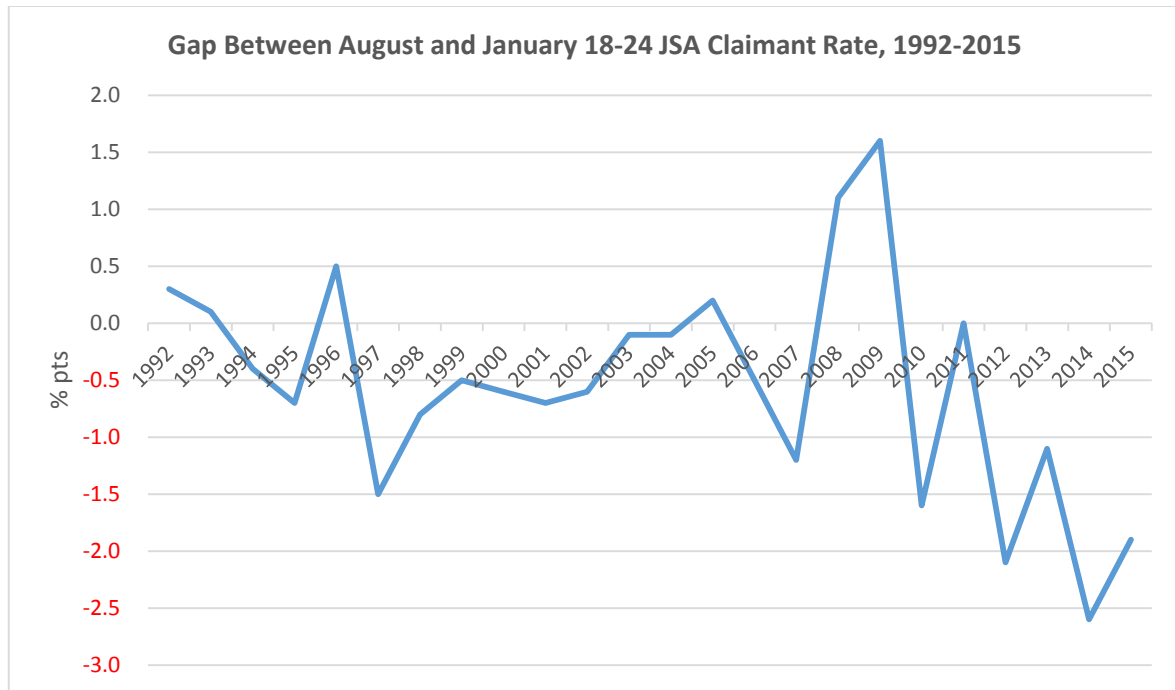
Examining both short and long-term unemployment reveals similar levels of relative movement; neither short nor long-term unemployment appear to be the problem specifically.

<i>Highest/Lowest Claimant Count Compared to Similar Councils (1985-2015)</i>			
	Lowest	Highest	Current
6 months or over	-445 (Jan 1986)	70 (Feb 2014)	50 (Aug 2015)
0-6 months	-355 (Jan 1996)	120 (Jan 2015)	115 (Aug 2015)

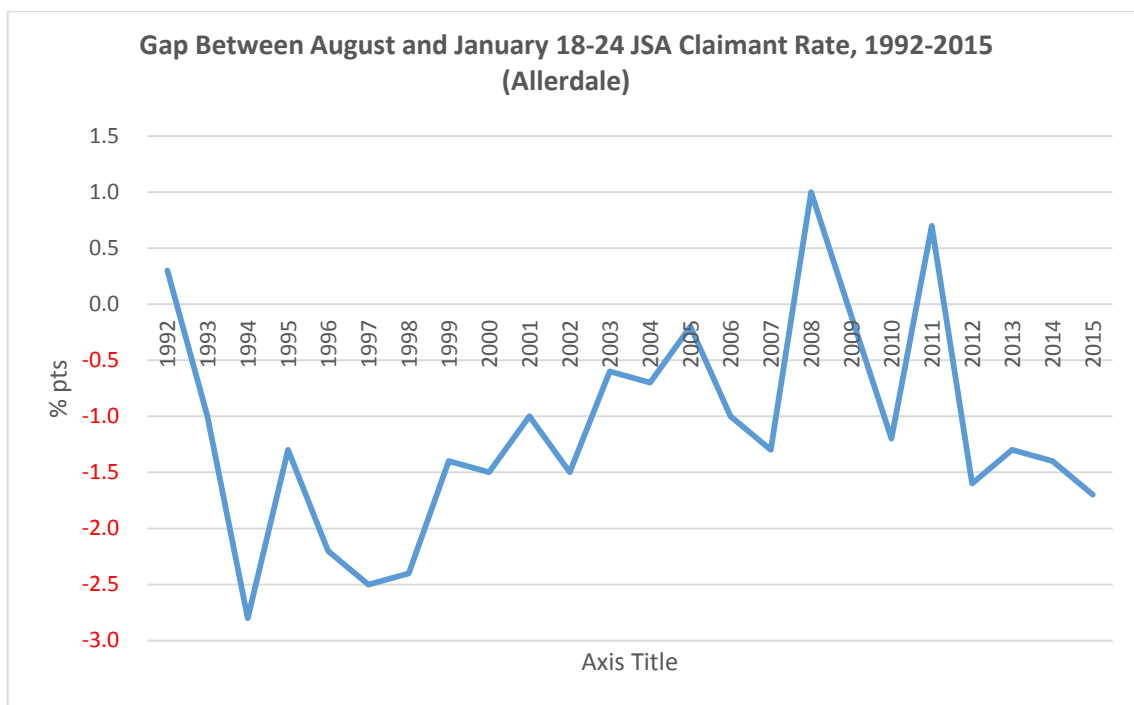


Seasonal Variation

As seen in many of the graphs above, West Lindsey's unemployment rates increase towards January and decrease away, creating a regular wave pattern in the data.



The January increases appear to be a rising trend, after 2009 (during which unemployment would have been rising regardless due to external forces). The seasonality within West Lindsey, as judged by the average gap between January and August, was 0.6% pts between 1992 and 2015, but prior to 2008 this average was 0.4% pts and after 2009 was 1.6% pts, suggesting an ahistorical break in the data.



Comparing West Lindsey with Allerdale (above) shows a different pattern. Overall, the seasonality (by the same measure) was 1.1% between 1992 and 2015, but whilst this is unchanged after 2009, it was slightly higher prior to 2008 (2008 and 2009 themselves being anomalous), at 1.3% pts. This suggest that rate of seasonality has, if anything, reduced very slightly (by 0.24% pts, versus 1.14% pts increase for West Lindsey).

Amongst all 326 local authorities in England, 63 have seen reduced seasonality (i.e. the gaps between January and August have reduced) and 256 have seen increased seasonality (7 LAs – South Cambridgeshire, Thanet, Rutland, Hertsmere, Basingstoke and Deane, Lewisham and Cambridge – have seen negligible change). West Lindsey ranks 6th highest for increased seasonality, although finding a correlation amongst all authorities – and hence a possible link between seasonality and unemployment – has proven elusive. Weak correlations ($R^2 = 0.15-0.19$) exist between the change of seasonality and the fall in unemployment between January 2010 and January 2015. West Lindsey also ranks in the lowest quartile (296th) if we assume that seasonality is a negative economic trait (given that it guarantees a certain level of unemployment, this can probably be assumed).

Top Local Authorities for Highest and Lowest Degrees of Seasonality, 18-24 JSA Rates, 2010-2015					
Least seasonality			Most seasonality		
Rank	LA	Aug v. Jan, % pts	Rank	LA	Aug v. Jan, % pts
1	Bedford	0.08	1	East Lindsey	-5.02
2	Milton Keynes	0.07	2	Great Yarmouth	-4.38
3	Three Rivers	0.02	3	Isle of Wight	-4.18
4	Wokingham	-0.02	4	Weymouth and Portland	-3.35
5	Richmond upon Thames	-0.03	5	Scarborough	-3.13
6	Dacorum	-0.05	6	Blackpool	-2.90
7	Basingstoke and Deane	-0.05	7	Waveney	-2.80
8	Guildford	-0.05	8	Tendring	-2.62
9	Welwyn Hatfield	-0.07	9	Torbay	-2.52
10	Croydon	-0.08	10	North Norfolk	-2.47
296=	West Lindsey	-1.55	29=	West Lindsey	-1.55

Note: some LAs saw larger swings, but the other way – i.e. unemployment reduced in January

Even if this cannot be generalised across all cases, the data shows a clear change in the nature of employment within West Lindsey. There appears to be a clear and notable rise in the number of temporary contracts and other forms of insecure employment in the district, with the effect that after peak trading periods, higher unemployment ensues. In some respects there are benefits – the alternative from the early 1990s appears to have been all-year-round unemployment – but this may also point to a labour market which is more volatile than before 2008.

Business Creation

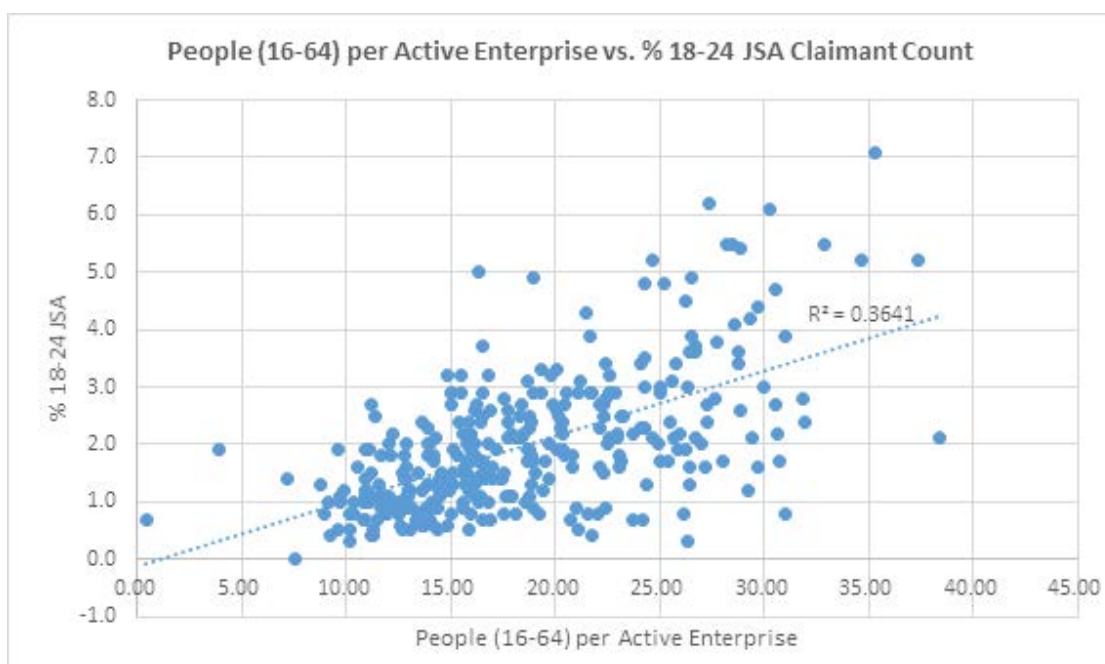
LA	2010	2011	2012	2013	2014	2015	% 2010/15	Change 2014/15
Cotswold	5,320	5,395	5,445	5,465	5,585	5,860	10.15%	+275
West Dorset	5,010	4,995	5,005	5,015	5,130	5,390	7.58%	+260
Hambleton	4,750	4,745	4,775	4,845	4,915	5,195	9.37%	+280
North Devon	4,525	4,495	4,520	4,550	4,575	4,830	6.74%	+255
Derbyshire Dales	4,265	4,260	4,285	4,325	4,390	4,550	6.68%	+160

Allerdale	4,145	4,025	4,035	4,065	4,210	4,520	9.05%	+310
Carlisle	4,040	3,940	3,930	3,970	4,090	4,405	9.03%	+315
Mid Devon	4,135	4,115	4,160	4,155	4,210	4,390	6.17%	+180
North Norfolk	4,025	4,025	4,025	4,000	4,055	4,285	6.46%	+230
West Lindsey	3,285	3,260	3,265	3,260	3,365	3,630	10.50%	+265

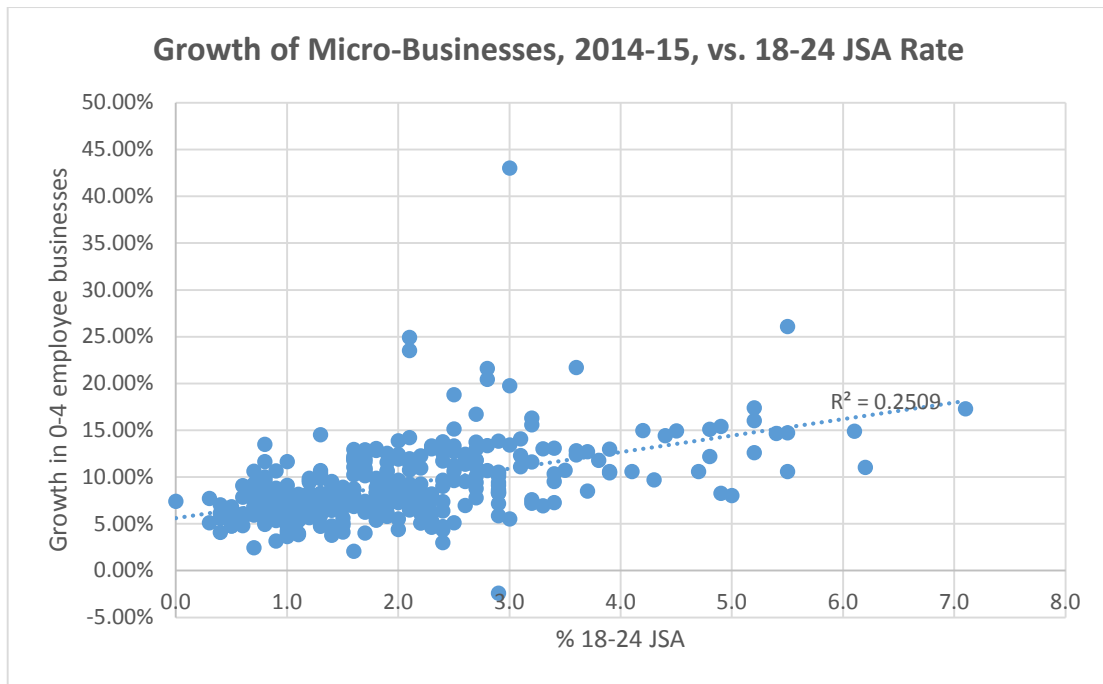
West Lindsey has seen the highest percentage rise in active businesses amongst similar councils, but this does not translate into the largest absolute rise, instead placing sixth between 2010 and 2015 and fifth between 2014 and 2015. This is in large part because West Lindsey began with 740 fewer businesses compared to the next lowest-performing council. The gap has since reduced to 655.

2015 growth was very positive, and continued growth at the 2014-15 rate would create Cotswold-level numbers by 2021 (however, by this point other authorities would also have seen growth, resulting in West Lindsey placing eighth amongst the above LAs).

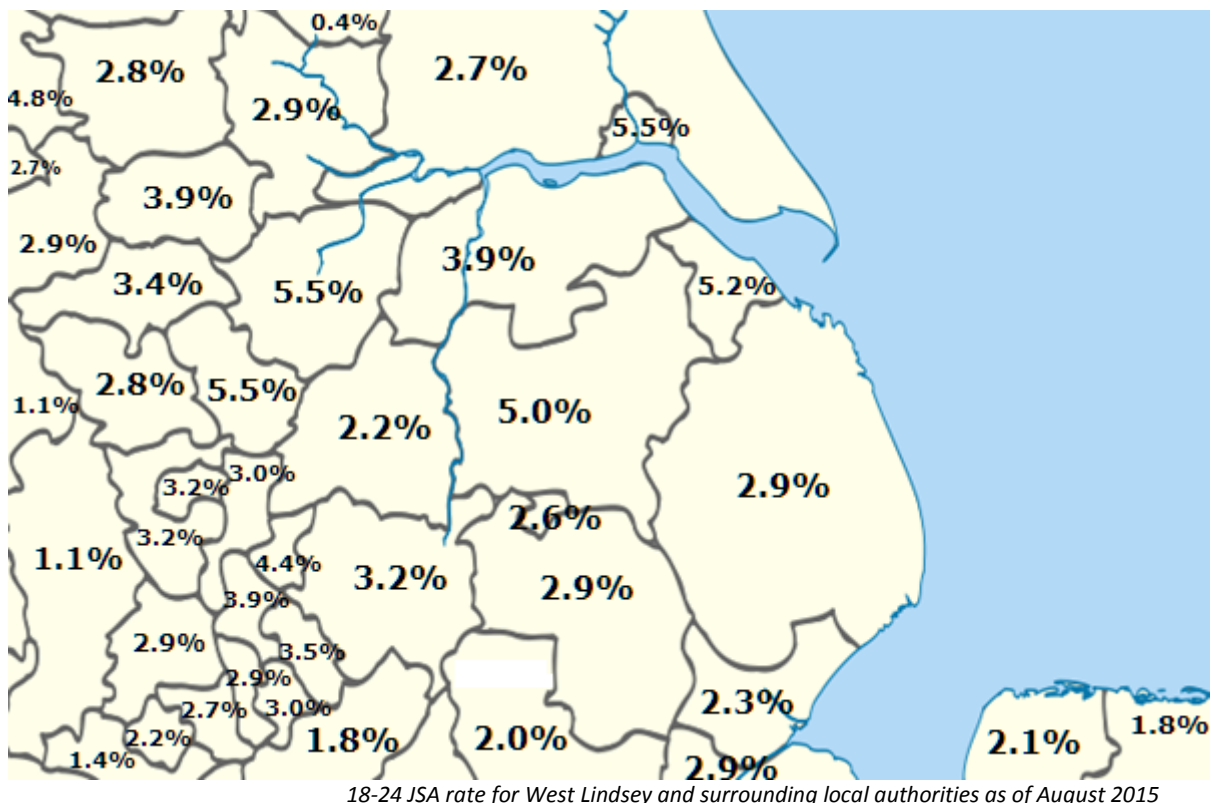
There is a moderately strong correlation between the number of people per business and the level of youth unemployment (below), although this correlation weakened when the population was restricted to the 18-24 age group, as opposed to 16-64. Young people are not necessarily the most likely to start a business [1], but may nonetheless be more likely to join or be hired by a startup. There is also a correlation between entrepreneurship amongst the young and NEETS [2], although this is perhaps helped by a potential zero-sum dynamic between the two factors.



However, there has also been a weak to moderate but counter-intuitively positive correlation between the growth in micro-businesses in a district and the current JSA rate (below). This would appear to provide some light backup to the possibility of increasingly insecure forms of employment mentioned with regards to rising seasonality (above).



Regional Economic Weakness



There is evidence to suggest that West Lindsey is merely part of a broader economic weakness in the region; the IMD 2015 showed slippage in rankings for LSOAs in both West Lindsey and Lincoln. Examining the figures (above) reveals this to be *somewhat* the case, depending on the precise definition of “the region”.

West Lindsey's 18-24 JSA rate mirrors some places, such as North East Lincolnshire, Kingston-upon-Hull, Doncaster, Rotherham and (further afield) Bradford. The rate also to some degree reflects East Lindsey – the 2.9% rate in August 2015 is countered by a 7.5% rate in January 2015, both marking a routine heavy degree of seasonal movement.

Aside from the anomaly of East Lindsey, however, West Lindsey has the highest rate within the non-metropolitan county. Despite being a largely rural district, the rate suggests West Lindsey to be an immediately post-industrial town awaiting regeneration, as opposed to a more modernised economy along the lines of Sheffield, Nottingham or Lincoln. This may be owing to the skills base or trading links outside the district the private sector within the district possesses.

Geography

DEFRA Class	Average JSA Aug. 2015	Mean change 2008-2015	Seasonality 2010-2015	Seasonality Change*
Major urban	2.4	2.3	-0.55	-0.30
Large urban	2.2	1.7	-0.73	-0.29
Other urban	1.7	2.0	-0.80	-0.32
Part rural	1.7	1.8	-0.79	-0.28
Mostly rural	2.3	1.5	-0.80	-0.36
Very rural	1.4	1.5	-0.97	-0.10

**between 1992-2007 and 2010-2015*

“Very rural” councils, as West Lindsey is classified, tend to have lower declines, but also lower rates to begin with; indeed, West Lindsey's behaviour is more akin to a mostly rural council in this respect. However, very rural councils also appear to fluctuate almost twice as much due to seasonal changes as major urban labour markets.

Whilst West Lindsey's rural location alone is unlikely to be a major cause, it may be a small contributor to youth unemployment.

Economic Development

West Lindsey ranks 153rd for economic development spending per head, according to the PSAA, placing it just above the median. [2] Correlations between spending – development or overall – and 18-24 JSA rates are weak, and often positive (authorities spend more to solve the larger problem, but it doesn't always get results).

Highest-Spending LAs for Econ Dev (2014)				
Econ Dev Rank	Local Authority	18-24 JSA		Change 2008-2015
		Jan 2008	Aug 2015	
1	Stockton-on-Tees	7.0	4.9	-2.1
2	Blackburn with Darwen	6.5	2.5	-4.0
3	Knowsley	10.0	2.1	-7.9
4	Liverpool	7.1	1.7	-5.4
5	Sheffield	3.6	2.8	-0.8
6	North East Lincolnshire	7.8	5.2	-2.6
7	Stoke-on-Trent	6.2	2.7	-3.5
8	Manchester	3.9	1.3	-2.6
9	Harlow	5.8	2.5	-3.3
10	Bradford	5.4	4.8	-0.6

Whilst there is no evidence to suggest that mere extra spending *will* improve claimant count, there is evidence that it *can*, when combined with other factors. 64 local authorities achieved the 2.9 percentage point fall between January 2008 and August 2015 which would have brought West Lindsey in line with the national average; of these, 48 outspent West Lindsey on economic development, and the median council spent £4.16 per head more (the mean council spent £7.97 per head more).

Economic development spending is unlikely to be a panacea, but it could be a detail in part of a larger solution.

Migration

Internal migration amongst 15-24 year olds (only 5-year age groups were available) tends to be both high and concentrated; 74 local authorities see a net inflow, 2 see more-or-less a balance (give or take 10 migrants), and 250 see a net outflow.

West Lindsey ranks 223rd for net inflow amongst the 15-24 demographic, but 167th for 15-19 year olds and 224th amongst 20-24 year olds. The outflow is 2:1 in favour of women, although this is largely explained by migration in the 15-19 group, most likely caused by university education, as the majority of graduates nationally are women. Men aged 20-24 form the only net inflow into the district.

Given that the rankings above are all at least 90 places above West Lindsey's rank for youth unemployment, strong correlations are unlikely in this case, and indeed they were tested for and not found. Said lack of correlation, however, may point to the issue. Mobility amongst the young living in West Lindsey is not as much of a problem as employment, at least in aggregate. However, those unable to find a job will split into those qualified, skilled and able to move, and those who are none of these things, given that they are correlated; given that the gross numbers moving out and in are higher than the number of claimants, it is possible the claimants represent a left-behind minority.

Lack of Economic Modernism

A more tenuous and difficult-to-measure factor, one possibility is that the West Lindsey economy is in need of general modernisation.

One potential proxy measure is the wage gap between men and women; ASHE figures for 2014 suggest that male earnings in West Lindsey are 38% higher for full-time workers and approximately (exact figures are not available) 7% higher for part-time workers, in the latter case a reversal of the national tendency for women to out-earn men part-time, and in the former case noticeably higher than the national average. West Lindsey's higher-than-average presence in traditionally male-dominated sectors such as agriculture and manufacturing may account for this to some degree; nonetheless, West Lindsey was measured as being approximately 49th highest for gender pay gaps in percentage terms, and 81st in absolute monetary terms – in both cases, well above the median.

Examining industrial sectors also provides evidence (albeit not proof) of an economy in need of modernising. Whilst West Lindsey lacks employment in high-wage sectors – Professional, Scientific and Technical Activities, Information and Communication, Financial and Insurance Activities, and Wholesale and Retail Trade – the Census data also reveals disparities where West Lindsey is job-rich. For example, the location quotient (LQ) of manufacturing in the district is 1.26; however, for

manufacturing classified as “high-tech”, it is 1.07 – i.e. just 7% above the national average – and for “low-tech”, it is 1.51 – i.e. 51% higher.

Universal Credit

UC has been introduced in some areas. However, figures do not appear to have been integrated into the claimant count, and there appears to be no age breakdown.

Universal Credit claimants, as of August 2015, make up no more than 1.72% of any local authority’s working-age population. Unfortunately, the highest rate is in Knowsley, somewhat weakening the case study below.

UC may explain some of the decline, but West Lindsey does rank close to the median in terms of proportion of claimants, and this holds true even if it is assumed that all UC claimants are aged 18-24.

Potential Case Studies

Mid Devon (Similarity LASIC 50.68%; YOLABS 47.02%)

Mid Devon has the most similar labour market to West Lindsey out of any other local authority in England in terms of industries of employment, but it is also part of the South-West, which happens to have the highest employment rate of any of the regions. [3] Mid Devon invested £150,000 in 2012 towards tackling youth unemployment. [4]

The measures included partnerships across Devon, acquiring economic development such as the Exeter Science Park, the South Devon Link Road, and upgrades to broadband. The end result has not, in percentage point terms, kept pace with the national trend, but the fall from 3.2 to 1.5% represents a larger proportionate fall.

Doncaster (Similarity LASIC 1.77%; YOLABS 8.95%)

The 18-24 JSA claimant count in Doncaster stood at 5.5% in August 2015. No local authority with a higher rate has seen as small a decrease as West Lindsey since January 2008 (West Lindsey itself having seen just a 0.4% point decrease), but Doncaster ranks second worst with 0.6 percentage points.

The Work Foundation examined youth unemployment in April 2014 and identified Doncaster as notably high. In places such as Doncaster, in addition to the special circumstances they identified across London (where youth unemployment at the time was also surprisingly high given the surrounding economic factors, they identified the following potential causes:

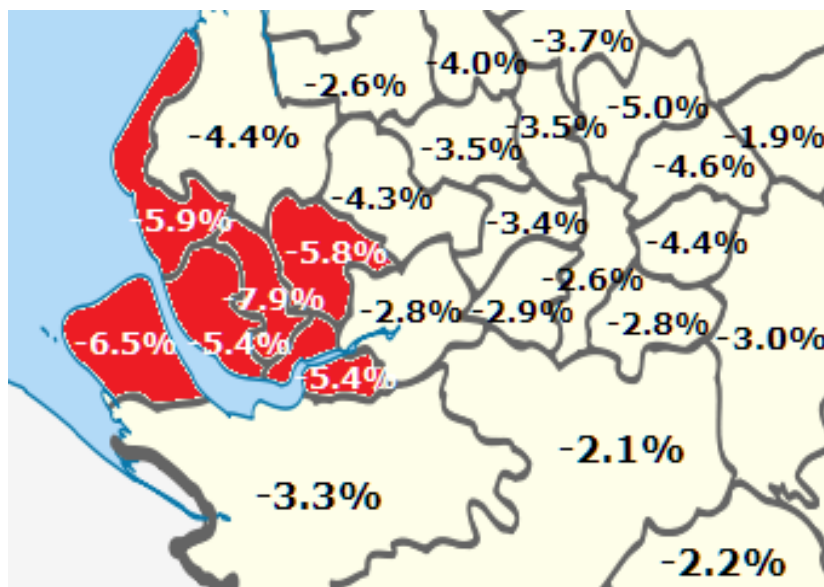
- Ethnic diversity and resultant disadvantages amongst certain minorities (an unlikely issue across West Lindsey but a small potential issue in Gainsborough)
- Intense competition for jobs resulting in the “bumping down” of skilled graduates into unskilled jobs (possible, as job density in West Lindsey during 2013 was 30% lower than the national average)
- Poor transport infrastructure (a definite concern, especially outside Gainsborough)
- The provision and quality of careers advice and guidance (potentially impossible to measure)

- The availability and quality of services to support young people into work (the report notes that young people are less likely to claim benefits, and hence less likely to receive government assistance; in addition, cuts have reduced targeted local programs)
- The availability of, and competition for, vocational training options [5]

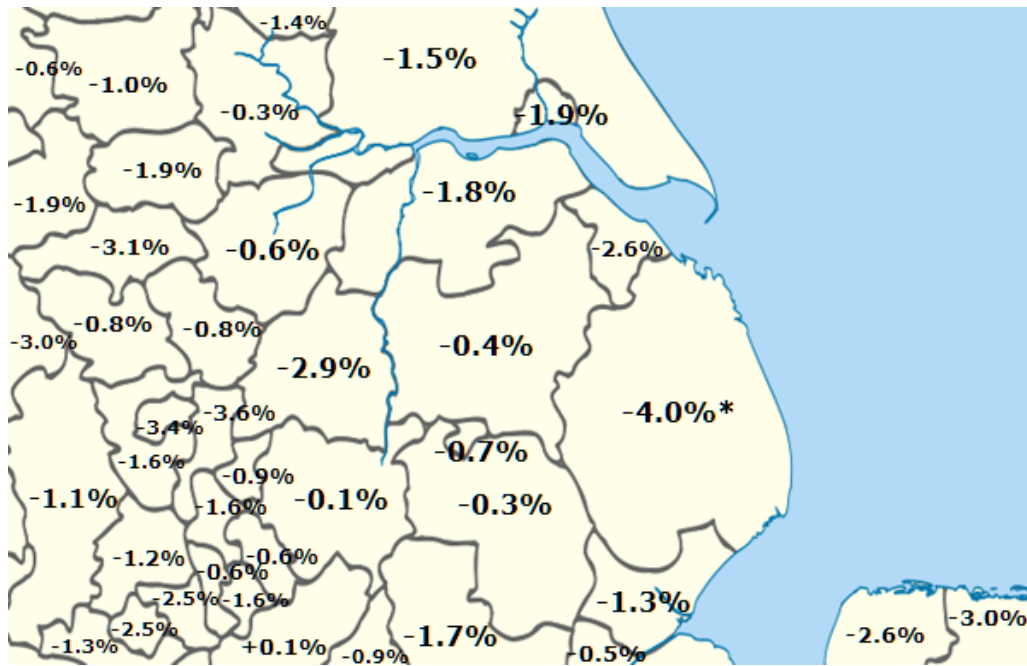
Knowsley (Similarity LASIC 0.20%; YOLABS 5.37%)

Having seen a 10.0% rate in January 2008, and a peak of 16.4% in February 2012, Knowsley has also seen the largest improvement, and its rate stood at 2.1% in August 2015, identical to the overall rate.

The monthly Labour Market Bulletin has tracked these trends in detail at Knowsley Knowledge. The Council also runs a Youth Service for those between 11 and 25, particularly those between 13 and 19, which offers a range of vocational education and work options, including the Duke of Edinburgh and ASDAN Awards. [6] The local MP launched a series of discussion groups to identify what young people perceived as difficulties in getting a career in the area.



Change in 18-24 JSA rate in the Liverpool City Region (highlighted in red), including Knowsley (north-east of Liverpool) and surrounding areas, 2008-2015. West Lindsey = -0.4%



Change in 18-24 JSA rate in the West Lindsey and surrounding areas, 2008-2015. National average = -1.9%. *East Lindsey is a highly seasonal economy; other districts displaying heavy falls may also be highly seasonal, including North Norfolk (bottom right).

Knowsley has also been a part of the Liverpool City Region, which in turn received £5.9 million in November 2013 for the purposes of tackling youth unemployment [7] across 6 districts and a 1.5 million overall population. It is unclear how much Knowsley specifically received, although the similar-sized Halton acquired £143,000 in phase 1 and £296,000 in phase 2, for a combined total of £439,000.

There are issues with the data and the possible interference of the claimant count with Universal Credit (above). Nonetheless, there is potential knowledge to be gained; the patterns across all of these initiatives are ones of a) forensic attempts at detailing the problem, b) funding from devolution settlements, c) providing access to services by those affected, and d) working at all levels, local, regional and national, to achieve input.

Oldham (Similarity LASIC 0.18%; YOLABS 4.36%)

Oldham has seen one of the largest falls in youth unemployment, once seasonality has been accounted for; they have also recorded a noticeable fall in the number of NEETs. The Council has taken a four-step approach:

- Launching the Oldham Education and Skills Commission to “help raise local standards and aspirations so that every child can achieve their full potential”. [9]
- Working with local charity Positive Steps [10] to identify barriers preventing individual NEETs from getting into work or training.
- The Oldham Youth Guarantee, £1 million (West Lindsey scale equivalent of around £335,000) to ensure all school leavers “will be offered a job, apprenticeship, work experience, self-employment, job shadowing, mentoring or volunteering opportunity”. [11]
- Get Oldham Working, which aimed to create 2,015 employment opportunities by 2015. The target was met and exceeded; 55% of these opportunities consisted of jobs, and a further 16% were apprenticeships. [12]

Conclusions

Current Patterns

- It is worth noting that, at present, youth unemployment is falling in West Lindsey in absolute numbers, and has fallen in the past couple of years. In relative terms, however, the district is falling behind the rest of the country.
- Youth unemployment appears to be a persistent issue in the district. Since the 2008 recession, its decline has failed to keep pace with the national trend, suggesting factors specific to the district preventing the issue from diminishing.
- What scarce geographic information exists shows that the issue is more evenly distributed across the district compared to some other issues, like crime, or the number of empty homes. Gainsborough still has more claimants than the rest of the district, although this would be expected given rates of poverty.
- There are positives, including the fact that the count remains lower than prior rises and peaks during the early 1990s and mid 1980s.

Possible Causes

- Many of the pressures facing West Lindsey exist to an identical or even greater extent amongst similar councils, and yet these councils do not have as high a rate of JSA claimants; this makes determining causality very difficult. Similarly, a lack of detail at sub-district level – claimant count by ward or LSOA is rounded to the nearest 5 for data protection purposes – adds to the challenge.
- Further methodological uncertainty exists with the slow roll-out of Universal Credit, which may in fact be affecting West Lindsey's apparent relative performance; however, examination of the relative performing (e.g. the ranking chart) reveals the issues in unemployment to date back to at least 2011, at least two years prior to UC's presence at any significant degree of scale.
- Business creation may be part of the problem; whilst the rate of creation is comparable to other councils, the baseline from which the district begins is much lower, suggesting spare capacity and potential for faster growth.
- Seasonality and business growth factors both point to the possibility – although, given the evidence, it remains a plausible hypothesis – of not so much an unemployment problem in the district so much as a strata of society facing an insecure, low-paid and unstable mix of employment, unemployment and self-employment which in turn is insufficient to avoid JSA claims.
- Certain sectors of the labour market may appear to be closed off to young people, in particular outside of retail, where employment may be insecure, and the arts and recreation, where the sector is too underdeveloped to offer wide-scale opportunities.
- It is possible that business in West Lindsey trades predominantly with, and/or interacts in terms of movement of people, with weak surrounding economies. Many surrounding

districts have higher-than-average youth unemployment than the national average, but districts such as Lincoln and North Kesteven are on the whole stronger than the likes of East Lindsey, North Lincolnshire and North East Lincolnshire.

- One of the difficulties in uncovering causality, over and above the usual methodological issues, is that despite being classed by DEFRA as a Very Rural council, West Lindsey does not appear to “behave” like a Very Rural council in certain respects.

Potential Solutions

- The IPPR noted in August 2014 that economic recovery alone would not solve the issue of youth unemployment [13], not even nationally, meaning West Lindsey cannot rely on future growth – now in evidence from business growth and housing completion figures – to resolve the issue in its entirety. Active involvement is called for.
- Devolution arrangements for West Lindsey offer the opportunity to tackle the issue at a higher level, particularly considering similar levels of continuing difficulty in North Lincolnshire and North East Lincolnshire.
- Central funding appears to be a key element of other success stories, although it is unclear how West Lindsey might acquire this. A social impact bond, or a Liverpool Region style agreement might help, although the deadline for SIBs appears to have passed for this year, and the likely collaborators with similar rates are more geographically tenuous than City Regions, consisting of East Lindsey, North East Lincolnshire, Hull, Doncaster and Rotherham.
- Higher funding in more general council-level ways, such as through economic development, *can* work, but success is not guaranteed and it needs to be tied to a specific plan.
- A wide range of sectors should be targeted. In the longer term, it may be beneficial to develop certain sectors such as arts and recreation, both to improve youth unemployment and to diversify the economy in general.
- Any potential strategy should address long-term unemployment, identify possible skills gaps and assist startups as being three of the key areas. There may be ways to lower the cost of rents for would-be entrepreneurs by subdividing shop units, or permitting multiple uses of a unit, for example. [8]
- There are signs of recovery in the local economy as of late 2015, and this may alleviate some of the issues detailed in this document. However, another recession will remove whatever strengths have been established and further expose what weaknesses exist. Given potential future developments in global, external market forces (slowdown in Chinese growth, rise in oil prices, further Middle Eastern instability), recession is not guaranteed in the next few years but is easily conceivable.
- In any case, there is a clear need to break the West Lindsey job market out of conventional activity, as “conventional” in a West Lindsey context may increasingly equate to temporary, low-paid, irregular and without opportunities for progression. This does not just result in higher and fluctuating levels of unemployment, as those cycling through brief opportunities wind up signing on, but also creates the impression that the job market lacks opportunities for the higher-skilled, who are more mobile, and hence leave the district after higher

education. There is reason to believe that, beyond unemployment, the West Lindsey economy may need to modernise and change to remain competitive.

Sources

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- [10] Positive Steps, <http://www.positive-steps.org.uk/>
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[12] 'You're hired! Get Oldham Working smashes 2,015 target', Get Oldham Working via Oldham Borough Council, http://www.oldham.gov.uk/press/article/921/youre_hired_get_oldham_working_smashes_2015_target

[13] 'Remember the young ones: Improving career opportunities for Britain's young people', Tony Dolphin, IPPR, (2014), <http://www.ippr.org/publications/remember-the-young-ones-improving-career-opportunities-for-britains-young-people>

Other Information

[1] 'Can Entrepreneurship Solve the Youth Unemployment Crisis?', Maria Pinelli, Huffington Post, (2015), http://www.huffingtonpost.com/maria-pinelli/can-entrepreneurship-solve_b_8117526.html

Notes

Similarity Index

Two similarity indexes are cited in this report; LASIC (Local Authority Similarity Index Comparator, the traditional, standard measure) and YOLABS, the YOUTH LABour Similarity. Their methodologies are detailed below.

LASIC

LASIC takes data on population, area, population density, the percentage of the population over 65 and the average weekly FT earnings as measured by the ASHE, and converts each into a ratio relative to West Lindsey (e.g. Birmingham's population becomes 12.04). They are then inputted into the following:

$$=1/(population \times area \times density \times \% 65+ \times ASHE)$$

-to produce a resulting percentage similarity. Note that the methodology of LASIC results in a rapid dropoff in values – most authorities are less than 10% similar by this measure, and almost half are less than 1%.

YOLABS

YOLABS uses the same broad methodology as LASIC, but exchanges the five factors mentioned above for eight broad industry groups acquired through Nomis.

**West Lindsey
Employment & Skills
Action Plan
April 2015 – April 2017**

The West Lindsey Employment & Skills Action plan aims to support the authorities Economic Development Strategy and will include a range of actions intended to move forward against key priorities. The Action Plan will be reviewed and updated annually by the Employment & Skills Partnership and the Senior Employment and Skills Project Officer.

West Lindsey Economic Development Strategy: Vision

A resilient and diverse rural district which has embraced sustainable growth whilst retaining its quality, heritage and character for the benefit of all.

Strategic Theme:

A highly skilled and productive workforce with local jobs and training options to match their needs

Key areas identified to achieve the priorities:

A. To improve the co-ordination and sharing of labour information/data across the district:

By unlocking access to the data held amongst partner organisations, West Lindsey will have a more accurate understanding of the employment and skills challenges faced by residents and employers within the area. Improved analysis of labour market information, skills and training provision will help the authority to identify more effective solutions and to influence the Employment & Skills Board when allocating funds and provision.

B. To ensure everyone in West Lindsey has the opportunity to participate in education, training or employment.

Creating clear and specific pathways for local residents, where barriers into education, training or employment are the greatest. Working in partnership to create a measured and co-ordinated approach that will provide people in targeted areas with the skills needed to enter the labour market, education or training.

C. To encourage local employers to support Workforce Development and invest in their people.

This plan will help to identify mechanisms for employers to engage in lifelong activities that will help them to upskill their existing workforce and prepare them with skills for the future. The plan will also look at how skills provision can be better co-ordinated to meet the needs of employers.

PRIORITY A – To improve the co-ordination and sharing of labour information/data across the district.

Actions to support employment and skills in the district need to be based on the intelligent interpretation of data, not assumed knowledge so that actions to support employment and skills are appropriate and relevant. This will minimise waste and unnecessary spending, allows a more co-ordinated approach with less duplication and develops capacity amongst partner organisations.

Unemployment figures across the district are improving steadily, albeit at a slower rate than the rest of Lincolnshire, Nottinghamshire and Rutland according to NOMIS. The headline figures suggest that unemployment is still relatively high in particular wards and within 18-24 age group. Improved intelligence will allow partner organisations to target mainstream services to particular areas or groups where the need is greatest.

ACTION PLAN:

Activity	Target	Action	Target Date	Lead Organisation and Partners	Cost
Utilise NOMIS data to provide supplementary intelligence to support the monthly "State of the District" report	Identification of the JSA target groups in WL, Gainsborough and other wards of concern Provide details of specific geographic locations.	AB to provide monthly report to the Growth board with some analysis of the data.	Monthly	Senior Employment and Skill Officer Growth Board participants	
Identify a network of key partner organisations who are willing to share intelligence regarding the destinations of young people (16-19) once they leave school. (NEETs and EETS)	NEETs figures are more accurately known. Synergised data is more reliable and accurate. A minimum service level agreement is implemented The barriers to Data Protection are mitigated	Seek a multi-agency agreement to collate and retain data for monitoring and tracking NEETS within the West Lindsey area Agree with partners on resources required for intelligence gathering and identify opportunities for project funding. E.g. IT/Database/Staffing etc. Ensure that WLDC teams are accessing the same data and	Start Sept 2015 - ongoing	Lincolnshire County Council WLDC Partners	

		intelligence to help influence policy at a strategic level. Agree a reporting process with LCC Commissioner for 14-19 year olds. Engage with key agencies to produce monthly data Case conferencing for individual “problem” clients and solutions recorded. Identify sources of funding to support the above. Monthly reporting internally and externally.			
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PRIORITY B – To ensure everyone in West Lindsey has the opportunity to participate in education, training or employment.

Overall, skill levels for residents in the district are commensurate with regional and national averages. Skill levels have improved in recent years and West Lindsey now fares better than the region for higher level skills. However, overall skill levels hide particular problems with low skills in certain pockets of the District – particularly in Gainsborough¹.

The proportion of the population with no qualifications in the Gainsborough wards is between 10 and 30% above the national average. Similarly the proportion of the population with NVQ level 4 qualifications is only 13%; this is 30% below the national average².

Data on socio economic classification confirms the skills gaps that still affect the employability of the local workforce and the lack of highly skilled people available locally. Only 9.2% of residents aged 16-74 are currently employed in Higher Managerial, Administrative and Professional Occupations as opposed to 22.1% who occupy lower managerial and administrative positions³.

The most recent JSA figures (March 2015) show that West Lindsey has a claimant count rate of 2.3% slightly above the national average of 2%. Worklessness and unemployment across the district is higher in certain geographical locations and within several disadvantaged groups. The 4 wards identified as higher than (GB) 2% average claimant count are:

- Gainsborough South West – 9.3%
- Gainsborough East – 6.4%
- Gainsborough North – 5.4%
- Market Rasen – 2.1%

The most disadvantaged groups include:

- NEETs
- 18-24 year olds
- Young Offenders
- Carers
- Benefit Claimants (ESA, Incapacity Benefit, Housing Benefit etc.)
- People with disabilities/learning difficulties
- People aged 50+

There is a wide range of barriers to accessing employment and learning experienced by disadvantaged groups. Whilst some are common across the groups, others are more specific and require closely-focused action. Some of the barriers include:

- Low levels of motivation, aspirations and ambition
- Affordability and availability of childcare
- Lack of work experience
- Language/Reading difficulties
- Lack of information about job-search support
- Lack of awareness of disability issues amongst employers.
- Reluctance to travel outside the immediate travel to work area
- Benefit dependency and fear of losing benefits (Benefit withdrawal rates)

The remaining 21 wards have a Claimant Count rate that is below the national average. Once again unemployment rates have generally declined since January 2014 (e.g. Gainsborough SW had a rate of 12% in January 2014) but the gaps between local unemployment and the national average remains, particularly in Gainsborough⁴.

In terms of youth unemployment, WL has a higher proportion of JSA Claimants aged 18-24 (6.0%) compared with the GB average (3.1%). Breaking this down further shows that the wards with the highest proportion of young claimants are not necessarily the most deprived (and in some circumstances, the more affluent), suggesting that there are other forces at play such as transport/isolation. However, whilst the proportion of unemployed young people in these wards is significant, overall numbers are relatively low (0-10) and in real terms, it is Gainsborough which exhibits the greatest problem (62% of the 18-24 year olds within West Lindsey claiming JSA are in Gainsborough)⁵.

Job creation and addressing unemployment is critical not only in economic terms but also as a means of tackling social deprivation. Economic development is a key area of action recognised in the Joint Health and Wellbeing Strategy under theme 5 ‘tackling the social determinants of health’

Activity	Target	Action	Target Date	Lead Organisation and Partners	Cost
Social Inclusion Projects:					
Park Springs Community Centre and Urban Shop Project: working with the Localism team to support NEETS clients	Increased attendance at the Centre Increased number of learners on job related courses. Improved access to Careers advice.	Support the action group with advice on Business and Training Plans	May 2015 ongoing	WLDC Localism WLDC Employment & Skills ASCIS Housing	
South West Ward Strategic Partnership Project: working with the Localism Team on a range of	Reduce claimant rates Improve job prospects for individuals.	5 x Task & Finish Groups led by Mike Housley – LCC NP and AB to lead on Community Engagement Group.	May 2015 ongoing	WLDC Localism WLDC Employment & Skills	

initiatives to improve deprivation levels.	Increased work experience opportunities and job related training	Implement a range of community initiatives. Obtain quantitative and qualitative data on each activity and compile into an evaluation report.		Key Partner organisations including local business	
Gainsborough Job Club: Partnership with CLIP, Careers Service, JC+ and DWP to include on-line courses and digital training opportunities. Interview and CV writing workshops. Focus on mature job seekers and long term unemployed. A network of local employers will offer guaranteed job interviews and work experience to regular Job Club attendees.	1:5 Job Seekers to find employment within 6-12 months of attending. 1:10 to remain in employment after 12 months 50% of job club attendees to enhance their skill levels and employability status.	Source a room to host Job Club Source Job Club facilitators from partner organisations. Agree times and how often?	Jan 2016	WLDC A4E Lincolnshire Careers Job Centre Plus DWP Training Providers	
Careers & Skills Fair: The Gainsborough Academy, Corringham Road Gainsborough	Up to 250 students across Years 9, 10 and 11.	Invite employers who actively recruit in Gainsborough. Employers linked to Growth Strategy Employers linked to Top 40 Careers A range of local provider's inc. Lincoln.	Jan 2016	Partnership with the Chamber and the Academy	
Young People Aged 14-16					
Gainsborough Academy Project: facilitation of	Academy to identify a roll on, roll off cohort of	Mentoring support for pupils and teachers. Careers Events.	Starts Sept 2015 - ongoing	WLDC	

<p>Careers and Work Experience Opportunities</p>	<p>students for various activities. Academy to identify learning outputs and link back to targets. Opportunities linked to good attendance and behaviour?</p>	<p>Market Stall – Work Experience Involving Lincs – advertise work experience opportunities. Deliver workshop – ‘running your own business’</p>		<p>Gainsborough Academy Education Strategy Group</p> <p>Town Centre Partnership Local employers Local providers</p>	
<p>Gainsborough Academy Project: Mentoring Increase the level of Maths and English Attainment – 2015/2016 Academic Year</p>	<p>Increase English GCSE Grade A-C by 30% Increase Maths GCSE Grade A-C by 10%</p>	<p>Target Setting with mentors. Purchase of additional support provision – e.g. extra tutoring/resources Partnership with trainee teachers at BG University Maths & English Mentoring After school groups – include transport provision?</p>	<p>Starts Jan 2016 - ongoing</p>	<p>Gainsborough Academy Education Strategy Group Supporting partners including reps from local business/Colleges</p>	
<p>Careers in Agri-Foods Project: Work in partnership with the Agricultural Society Education Committee to raise awareness of the sector and engage with schools and Academies across the district.</p>	<p>Increased attendance at events by WL schools and Academies. Increased enquiries regarding careers in the sector</p>	<p>Provide the Agricultural Society with information regarding needs of West Lindsey schools.</p>	<p>May 2015</p>	<p>WLDC Agricultural Society Education Committee</p>	

Young People Aged 16-24					
<p>Gainsborough Employment & Skills Partnership: Develop a local task group and action plan for the co-ordination of post 16 vocational education and employment opportunities in West Lindsey Key partners to include WLDC, LCC, DWP, Careers Service, Colleges, Providers, NAS, Representatives from Public, Private and Vol Sectors.</p>	Identify where learners are placed if not retained at the Academy Post 16.	<p>Evaluation of post 16 provision within West Lindsey. Engage partners to supply data, stats and qualitative reports. Develop a map of current provision. Manage the Employment & Skills Action Plan Agree terms of reference</p>	March 2016	<p>WLDC LCC DWP Lincolnshire Careers Colleges/Providers NAS Reps from Public, Private and Voluntary Sectors</p>	
<p>Youth 100 scheme: expansion of the programme to include a wider employer base. Develop a “First Steps Together” Pilot which will target up to 75 potential NEETs aged 16-18 who are at risk of long term unemployment.</p>	1:5 potential NEETs are avoided by providing long term work placements with local employers/providers	<p>Seek funding through DWP Flexible Support Fund or bid to ESF for a pilot project. Identify a lead partner.</p>	Jan/Feb 2016	<p>A4E Lincolnshire Careers JC + WLDC</p>	
<p>Youth Engineering Project: Provides an intervention strategy to support disadvantaged young people make the transition from unemployment into work.</p>	18-24 year olds Disadvantaged or long term unemployed	<p>Source premises Engage providers Re-shore engineering – and develop a local customer base. Supply of local labour</p>	April 2016	<p>WLDC Lincoln College Group JC+ Youth Engineering Scunthorpe</p>	

Talent Match Gainsborough: An innovative project, led by panels of young people and funded by the Big Lottery Fund, which aims to match long-term unemployed young people to employment and training opportunities	18-24 year olds Hard to reach Disadvantaged and unemployed	WL to join the Core Partnership. Engage with Youth Ambassador and Youth Advocate in WL. Facilitate premises/hot desk opportunities. Help develop activities and learning to engage young people	From Dec 2015	WLDC Princes Trust Urban Challenge	
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PRIORITY C - To encourage local employers to support Workforce Development and invest in their people

The UK Commission for Skills have produced their Top 40 Careers of the Future. Deciding upon a career path is something that everyone will face at some point in their lives and navigating the world of Careers is often confusing and bewildering in a modern digital society. The challenge for West Lindsey is to ensure that the careers people want and seek match the types of careers that are available now and in the future. We need to ensure the local residents have the appropriate skills and knowledge to create a pool from which local employers can recruit.

Employers also need to take ownership for the development and up skilling their current workforce. Across the district we need to ensure that the lifelong learning, training and skills initiatives that are available match the needs of local employers. We need to help employers plan effective recruitment and induction strategies to ensure effective transition into work, particularly young people.

Business Support:					
Apprentice Mentoring Scheme: To develop Level 3 qualified in-house mentors who will support young people (apprentices) entering the workplace for the first time.	Reduce number of Apprentices dropping out of College/Workplace. (NEETS) Increase no ILM Level 3 qualified Mentors Increase no of ILM 4 Supervisory Management	Identify if qualification is funded on QCF Funding source – Skills Support for the Workforce	Sept 2016	North Lindsey College Kingsway Consulting WLDC	

Option to progress to Level 4 Leadership Qualifications	Increase no of Apprenticeship opportunities.				
HR Training Network: Provide a dedicated forum for local businesses in WL to: <ul style="list-style-type: none"> • Share best practice in skills and training. • Enable them to equip employees with higher level skills • 	Increase number of local business participants. Increase take up of training and development activity. Increase the number of: Apprentices Traineeships Work Experience placements	Develop action plan and delivery schedule with Kingsway Introductory Meeting - Prepare an e-shot to be sent to local businesses. Agree venue, timings, guest speaker for initial event	August 2015	Kingsway Consulting WLDC	
Sector Based Skills Academy: Employer responsive recruitment programme aimed at providing a pool of prepared Job Seekers for a guaranteed interview. Engage a pool of “regular” recruiters in the area – e.g. Lincolnshire Co-op.	Reduce the number of JSA claimants 18-64.	Develop and SLA between Employer and Provider and a schedule of work.	Nov/Dec/Jan 2015/16	WLDC Job Centre Plus Sector Specialist Provider – e.g. Retail/Customer Service	
The Apprentice: Digital marketing campaign lead by West Lindsey District Council to engage large organisations with their Apprenticeship obligations	Raise awareness of Apprenticeships Work towards developing “innovative” programmes (to include mentoring training)	Prepare marketing materials Plan awareness events	March/April 2016	WLDC Supported by LCC	
Sector Specific:					
Agri-Foods and Manufacturing Leadership and Management Programme.	Increase the number of Level 4 and 5 qualifications in Agri-Food	Amanda and Marina to revise the L & M paperwork to offer both in-house and	2015/16	Kingsway Consulting and North Lindsey College	

	and Manufacturing companies in WL. Meet the needs of employers as identified in TNA exercise	external training opportunities			
Visitor Economy:					
Tourism Training Programme: Organise training needs analysis across a range of tourism businesses to identify skills gaps and future business/training needs. Establish a schedule of training programmes tailored to the sector that can be delivered implicitly during sector meetings.	Increase the numbers of visitors to WL tourism businesses. Increase the revenue from visitors to WL tourism businesses.	Amanda and Marion to provide a schedule of training and development that will support the Owner/Managers of WL visitor attractions.	Sept 2016	WLDC Local Provider	