

# Withdrawn

## **This publication is withdrawn.**

This publication is no longer current.

Read current guidance for employers about [work experience](#).

# Grow Your Own

How young people  
can work for you  
in England



HM Government



## INTRODUCTION

One of the biggest challenges businesses face is finding the right people to help them grow. Recruiting and developing young people is a great way to build a dynamic and productive workforce. They have the talent and skills to help you succeed.

But only a minority (24%) of businesses in England have recruited straight from school, college or university in the last two to three years. And the fact is that the vast majority who do take on young people find them well prepared for work.

So why do many businesses shy away from recruiting young people? The biggest complaint is that young people lack experience of the workplace. This means that young people find themselves in a 'Catch 22' situation – can't get a job without experience and can't get experience without a job.

There is a clear message here: if we want young people who are ready for the workplace, we need to be ready to help build their employability skills.

Even in tough economic conditions, opening up your business to young people is worth it. If you are still unconvinced, take a look at some of the many benefits there are to recruiting a young person...

# WHAT CAN YOUNG PEOPLE BRING TO YOUR ORGANISATION?

## *Help your business enter new markets*

Young people often bring fresh ideas and approaches which open up new and emerging customer groups and markets. A younger perspective is valuable where markets are rapidly changing or rely on a youthful customer base.

## *Reduce staff costs and de-risk recruitment*

Young staff are cost effective to recruit and to train. Apprentices, for example, pay for themselves very quickly. To see how, have a look at the ROI calculator, which will show you the return on investment gained by hiring an apprentice.

## *Improve staff retention*

Investing in young people brings you returns in commitment and loyalty. People who have bought in to the company values and culture from the start, and who have trained and progressed with a business, are more likely to stay with that business. For you, this helps maintain productivity and reduce future recruitment costs.

## *Grow your own talent*

Growing your own talent by working with young people helps with succession planning as it reduces the risks associated with unplanned retirements, staff absences and skills shortages.

It's also an effective and simple way of developing a talent pipeline. Opening your business up to young people will make working for you attractive to other bright young minds and their networks.

Apprenticeship Return on Investment Calculator:  
[www.apprenticeships.org.uk/Employers/ROI-Tool.aspx](http://www.apprenticeships.org.uk/Employers/ROI-Tool.aspx)

### *Skills tailored to your needs*

Skills gaps are a big challenge; but when it comes to apprenticeships and work experience placements, the mixture of on and off the job learning ensures that young people will learn the skills that work best for your business. This guarantees your workforce will have the practical skills and qualifications that you need, both now and in the future.

### *Support business growth*

Young people are flexible in terms of their work patterns and can be more willing to move and work in different locations around the country. They bring creativity, innovation and a willingness to learn. Their flexibility and adaptability are integral to enhancing productivity and contributing to business growth.

Interested yet? The next section will outline the support that is available to help in your drive to recruit and develop young people.

*“ Young people bring fresh thinking and new perspectives which challenge us as we look ahead to shape our business to meet the changing needs of future generations of customers. We offer our recruits over 300 years of insight and experience in insurance and tailored programmes through which to develop and learn new skills. When you combine this with the enthusiasm and can-do attitude of youth, it can be a powerful combination. ”*

*Trevor Matthews, Executive Director and Chairman,  
Developed Markets, Aviva and UK Commissioner*

# A guide to supporting young people

## Inspiring and guiding young people

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## Your commitment to future talent

*Social Mobility Business Compact*

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For more information please email: [info@plotr.co.uk](mailto:info@plotr.co.uk)

telephone: 020 7031 822

Or visit the website:  
[www.plotr.co.uk](http://www.plotr.co.uk)



For more information please email:  
[nationalcitizenservice@cabinet-office.gsi.gov.uk](mailto:nationalcitizenservice@cabinet-office.gsi.gov.uk)

or visit the website:  
<http://www.ncsyes.co.uk/>

Information on how to apply is available at:  
[www.education.gov.uk/schools/leadership/typesofschools/technical](http://www.education.gov.uk/schools/leadership/typesofschools/technical)

## Inspiring and guiding young people

### *plotr*

plotr is a new not-for-profit organisation that will revolutionise careers guidance by giving young people the inspiration, information and autonomy they need to build the future that is right for them. Working in partnership with employers, government, educators and providers, plotr will bring all the best of guidance and opportunities into one single online destination for 11-24 year olds.

### *National Citizen Service*

National Citizen Service (NCS) gives young people the chance to learn new skills through lessons that can't be learned in the classroom. NCS brings young people from different backgrounds together to tackle outdoor challenges and develop and deliver a community project. This gives them the tools and opportunities to make a positive impact in their communities.

Getting involved with NCS in your local area gives you the chance to engage with your community and work on your Corporate Social Responsibility.

### *Make sure education meets the need of your business*

The Department for Education invites applications from employers for new technical and vocational schools. University Technical Colleges and Studio Schools are for 14-19 year olds while Free School Technical Academies can be for any secondary school age children. All put employers in the driving seat on designing the school curriculum, specialisms and student work placements.

The Baker Dearing Trust and Studio Schools Trusts support groups who want to put applications together ([www.utcolleges.org](http://www.utcolleges.org) and [www.studioschoolstrust.org](http://www.studioschoolstrust.org)). New Schools Network provides support for other Free School applicants ([www.newschoolsnetwork.org/](http://www.newschoolsnetwork.org/)).

## **Giving young people experience**

### *Work Experience*

Work experience and the lack of it can be a significant barrier for young unemployed people. You can help a young person get a foot on the job ladder by offering an 18-24 year old the chance to gain valuable experience in a working environment. In turn, you will access a pool of hidden talent and be able to work with people who offer enthusiasm and a fresh perspective.

Participants' benefits and the costs of travel and childcare will be covered. There are no unnecessary forms or paperwork – the aim is to be innovative and offer placements that provide a real insight into a working environment.

### *Sector-based work academies*

Sector-based work academies are designed to help meet your immediate and future recruitment needs so you can recruit a workforce with the right skills to sustain and grow your business. They offer a flexible approach to meet the needs of your business.

A sector-based academy can last up to six weeks and has three components: pre-employment training relevant to your business and sector, a work experience placement, and a guaranteed job interview. If you are unable to offer all three components, we may be able to work with you to overcome this – such as enabling you to join together with other employers as a consortium approach.

There is no direct cost for sector-based work academies as the costs are covered by government funding.

To find out more about becoming a work experience host or how a sector based work academy or work trials can help your business, contact Jobcentre Plus:

visit [www.dwp.gov.uk/youth-contract](http://www.dwp.gov.uk/youth-contract)

call 0845 601 2001 (option 2).

textphone 0845 601 2002 for people with speech or hearing impairments.

## Work Trials

If you have reservations about a potential employee after interviewing them, and this prevents you from offering them the job, you could consider giving them a Work Trial. To be eligible for a Work Trial the:

- job must be permanent and over 16 hours a week and last for at least 13 weeks;
- duration of the Work Trial must be agreed in advance - this will depend on the individual circumstances;
- jobseeker must meet the eligibility conditions and volunteer to take part - this will be checked by Jobcentre Plus.

“*Barchester Healthcare has employed young people very successfully for almost 10 years. We are able to develop staff to meet our residents' specific needs and the quality of our people, retention levels and organisational culture have been outstanding. We grow our own and it's a great benefit to our business.*”

*Terry Tucker, Director of Learning and Organisational Development, Barchester Healthcare*

# Offering jobs to young people

## *Wage Incentives*

You can claim a wage incentive worth up to £2,275 if you take on a young unemployed person. This more than covers your national insurance contributions for a year!

Private, voluntary, community sector and social enterprise employers can claim a wage incentive, providing you recruit an eligible 18-24 year old through Jobcentre Plus across England, Scotland and Wales or from the Work Programme.

Wage incentives are also available for taking on a young disabled person from the Work Choice Programme - a voluntary employment programme that helps disabled people with more complex issues find and stay in employment.

There are two wage incentive rates:

For part-time work between 16 and 29 hours a week - £1,137.50

For full-time work of 30 hours or more a week - £2,275.

The job must last for at least 26 weeks.

Applying and claiming for the wage incentive is simple. To find out more, call

Jobcentre Plus on: [0845 601 2001](tel:08456012001) (option 2) or textphone [0845 601 2002](tel:08456012002) for people with speech or hearing impairments.

For information about wage incentives through the Work Programme or Work Choice, contact your local provider:

Work Programme: [www.dwp.gov.uk/youth-contract/key-initiatives/wage-incentives/local-work-programme-providers/](http://www.dwp.gov.uk/youth-contract/key-initiatives/wage-incentives/local-work-programme-providers/)

Work Choice: [www.dwp.gov.uk/docs/work-choice-providers.pdf](http://www.dwp.gov.uk/docs/work-choice-providers.pdf)



For more information on apprenticeships and AGE 16 to 24, contact the National Apprenticeship Service by calling:

08000 150 600 or by visiting their website:  
[www.apprenticeships.org.uk/Employers.aspx](http://www.apprenticeships.org.uk/Employers.aspx)

## Apprenticeships

Apprenticeships are paid jobs with training designed by employers for employers to ensure your workforce has the practical skills and qualifications you need now and in the future. There are more than 200 different types of apprenticeships covering most sectors and industries, so there is a package to suit you:

- If you take on an apprentice aged 16-18 their training is fully funded;
- If aged 19-24 half the cost of their training will be funded;
- If you employ less than 1000 people and have not taken on an apprentice in the previous 12 months, you could be eligible for the Apprenticeship Grant for Employers (AGE 16 to 24), which provides £1500 for each new apprentice aged 16-24 (up to a maximum of ten).

Latest research shows that employer satisfaction with Apprenticeships is high. 72% of employers reported that Apprenticeships improved productivity and around two thirds also said they improved staff morale, aided staff retention, improved their product or service, gave a positive image of the sector, and brought new ideas. On average, employers recoup their investment within one to two years if they retain their apprentice.

“Offering apprenticeships enables us to connect with a more diverse cross section of young people. This helps the BBC better reflect the many audiences that we seek to serve, as well as create more vocational opportunities for brilliant young people who want to join our industry.”

*Anne Morrison, Director, BBC Academy*

“Our sector has to engage with young people to ensure we sustain and build on our capability to provide great transport services to our customers. We have a rich seam of opportunities and apprenticeships offer a great start to life as a professional in the passenger transport sector.”

*John Evans, Director, First Group*

## Your commitment to future talent

### *Social Mobility Business Compact*

The Social Mobility Business Compact asks you as employers to open your doors to people from all walks of life, regardless of their background. It was announced in April 2012 as part of the Deputy Prime Minister's Social Mobility Strategy to make society fair and ensure everyone has equal opportunities.

The aim of the Compact is to encourage behavioural change in business, so opportunities are open to everyone. Almost 150 businesses have already become signatories and committed to do their bit to promote social mobility. There are small and big ways of doing this, for example encouraging your employees to become mentors for young people; advertising work experience opportunities in local schools rather than filling them through informal networks or offering internships openly and transparently.

### *Employer Ownership of Skills*

The Employer Ownership of Skills pilot is a competitive fund of £340 million and is open to employers to invest in their current and future workforce in England. Employers are invited to develop proposals that raise skills, create jobs, and drive enterprise and economic growth. Government will invest in projects in which employers are also prepared to commit their own funds in order to make better use of our combined resources.

In round 1 of the pilot, employers demonstrated that they have the appetite to take greater responsibility for workforce development. Round 2 of the pilot invites even more ambitious bids from employers, asking them to set out the training and development they need and how those opportunities will be delivered. The pilot invites bids from all employers, whether large or small, to collaborate and formulate innovative approaches to invest in your current and future workforce. Round 2 asks for full or outline proposals by 28<sup>th</sup> March 2013.

If you would like to sign up or find out how you can get started visit Social Mobility Business Compact or email [social.mobility@cabinet-office.x.gsi.gov.uk](mailto:social.mobility@cabinet-office.x.gsi.gov.uk)

You can find out more by coming along to our briefing events, held across the country between December 2012 – February 2013

Contact:  
[www.ukces.org.uk/  
employerownership](http://www.ukces.org.uk/employerownership)

E-mail:  
[employerownership@  
ukces.org.uk](mailto:employerownership@ukces.org.uk)

## **ABOUT THE UK COMMISSION FOR EMPLOYMENT AND SKILLS**

The UK Commission for Employment and Skills is a social partnership, led by Commissioners from large and small employers, trade unions and the voluntary sector. Our mission is to raise skill levels to help drive enterprise, create more and better jobs and economic growth.



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