

Penna Public Sector Advisory Board

Attraction of Young People to the Public Sector

April 2018



Penna

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1. Foreword:



The Lord Kerslake Chair, Penna Public Sector Advisory Board & Julie Towers, MD and Board Director, Penna

As this report identifies the millennial generation, because of their population size and their combined potential spending power, are the most researched generation ever and yet public employers are still finding it difficult to connect and find the right employer proposition to attract the best talent from its ranks. In this short report we explore some of the potential barriers and issues arising from a number of research sources. This includes some of the negative perceptions of the millennial generation created by the media, older generations and indeed among some millennials themselves. As an Advisory Board drawn from many organisations across the public sector we see on a daily basis the positive impact that millennials are having in shaping thinking, delivering innovation and challenging stereotypes. We also witness the vulnerability of this generation in a highly digitised and volatile world, increasingly influenced by social media.

The report identifies some key themes for public sector employers including the opportunity for public sector institutions to tap into the millennials' beliefs that community action delivers more than political action and the attraction for many in this group towards organisations with a strong sense of social mission. However, there are also warnings for employers who lose trust and confidence and the difficulty of regaining that trust particularly with this group, who are more inclined to think on their feet.

Overall there are reasons for optimism for public sector employers if they can make the most of their social purpose and engage effectively with the millennial generation. However, it will require more than window dressing and a genuine commitment to be more responsive, innovative and agile in the way they recruit and retain their people.

Finally our thanks to Dr Cathy Garner for drafting the report and to Javed Khan for Barnardo's insights into the challenges facing many young people today.

2. Executive Summary:

Like many businesses and organisation in the UK and beyond, public sector organisations have a predominantly ageing workforce. Replacing their skilled workforce by attracting greater numbers of young people is therefore a key strategic priority. For the public sector however, the challenge may be more significant than for others, because of the apparent mismatch between currently prevailing organisational cultures and practices and the hopes and aspirations for working life of those they need to attract.

The issues underlying this challenge were explored and challenged recently at a round table of the Penna Public Sector Advisory Board, where the wide ranging discussion highlighted not only some of the misconceptions underlying this contention but also explored areas where action might be taken to ensure better public sector engagement with young people.

Examining the high-level characteristics on each side of the demand / supply relationship showed that while of course, all individuals and organisations are different there were some key traits that may be creating barriers to the successful recruitment of young people into the public sector.

Essentially, the discussion concluded that there were areas where the public sector offer could be geared better towards young people primarily in terms of approaches to recruitment; managerial styles and the system of performance and rewards that drive retention. Likewise, while there were important characteristics and attitudes of young people that needed to be taken into consideration, many of the over-hyped and negative stereotypes were undeserved and should not become a pre-conceived perception of the younger generation.

Importantly, our discussions reflected on the fact that the public sector needs to recognize that those factors, such as job security and generous pensions, that made it an attractive workplace for past cohorts, may no longer apply to the same extent given the substantial changes which are underway in public sector terms and conditions and the significant inter-generational shifts in young peoples' expectations and aspirations for their working lives. Attitudes and approaches to work have been subjected to fundamental "period shifts" that are frequently portrayed as creating a dissonance between those termed the millennial generation (aged approximately 22-38 years) and the current majority workforce of Generation X and Baby Boomers (aged approximately 40-70 years). These inter-generational differences need to be acknowledged and taken into account but not overly exaggerated.

Finally, it was acknowledged that the gulf between the objectives of the public sector and what young people are seeking through their work and careers is less than might be assumed from a superficial view. Most critically public sector organisations should major on projecting their purpose rather than the organisation per se and did need to address the perceived high level of negativity too often portrayed about their organisations in public discourse and the media. Action could be best directed in three areas:

- perception of the sector;
- recruitment approaches;
- in-work practices and retention.

3. Background:

The challenge of attracting young people into public sector employment is not new. Since the 1970's the proportion of young people in public sector employment has fallen and the age profile of the public sector workforce has become a serious cause for concern¹. As far back as 2013, a study

¹ Beware Ageing Public Sector Workforce, People Management, CIPD Blog, 6th May 2014.
















by the Institute for Fiscal Studies found that only 1 percent of public workers were under 20 years of age, compared with 4 % in the private sector². Recent comparable figures are difficult to source because of changing classifications and the categorization of different agencies as public or private sector, but do suggest that the age profile remains biased towards older workers. With the increase in the State Pension Age in the UK, the numbers of older workers, especially among women, has and is likely to increase over time. For example, in the UK Civil Service at March 2017, over two-thirds of employees are over 40 years of age (older than millennials) and although recent high levels of recruitment have boosted the numbers of younger employees from a very low base, fewer than 12% of Civil Service employees were under the age of 30 years in March 2017.

3.1. Does this workforce age distribution matter?

Many studies show that attitudes generally, and attitudes to work in particular, vary across the age spectrum. Those studies which label different age-ranges into “generational categorisations” show high-level differences which can be seen to have the potential to influence working practices and preferences.

Table 3.1

Talking a different language

Formative Experiences	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (born after 1995)
	 Wartime rationing Rock'n'roll Nuclear families Defined gender roles - particularly for women	 Cold War Swinging Sixties Moon landings Youth Culture Woodstock Family-orientated	 Fall of Berlin Wall Reagan/Gorbachev/ Thatcherism Live Aid Early mobile technology Divorce rates rise	 9/11 terrorist attack Social media Invasion of Iraq Reality TV Google Earth	 Economic Downturn Global Warming Mobile Devices Cloud computing Wiki-leaks
Attitude towards career	Jobs for life	Organisational - careers are defined by employers	"Portfolio" careers - loyal to profession, not to employer	Digital entrepreneurs - work "with" organisations	Multitaskers - will move seamlessly between organisations and "pop-up" businesses
Signature product	 Automobile	 Television	 Personal Computer	 Tablet / Smartphone	 Google glasses & 3-D printing
Communication media	 Formal Letter	 Telephone	 Email & Text Message	 Text & Social Media	 Handheld Communication Device
Preference when making financial decisions	Face to face meetings	Face-to-face ideally but increasingly will go online	Online - would prefer face-to-face if time permitting	Face to face	Solutions will be digitally enabled - secured

communicateandengage.co.uk

As the chart above indicates at a high-level, there are broad differences that may have a significant impact not only in terms of attitudes to work but also “how” those across the generations prefer to engage and communicate with others including their fellow workers and employers.

Such generational differences of course do not account for individual differences and for inherent challenges faced by individuals from different sub-groups of the population in terms of their

² Institute for Fiscal Studies, The Public Sector Workforce, Past, Present and Future, IFS Briefing Note BN 145, 2013.

employment, attitudes to work, life in general, and politics in particular. Nonetheless, looking through a generational lens can offer some predictability about the reactions of those in a cohort and the most effective channels through which to reach inform or persuade a target audience.

Generational shifts are based on the summation of complex experiences and prevailing or significant environmental conditions which impact on populations during their life-course. These can be summarised as being composed of 3 different effects:

Cohort effects: The cohort effect is the effect on a person's life based on the time period in which they live, or grow up. In general these remain throughout an individual's life and may be reflected in attitudinal differences and beliefs that persist over time, such as attitudes to drug taking and alcohol.

Period effects: These are whole population shifts due to events of circumstances and affect people of all ages for example the impact of 9/11 in the USA.

Life-cycle effects: These reflect the life stage and shifts in perspectives as people age and have major life events such as starting work or having a family.

Today, like the 1960's which saw the "baby boomer generation" come of age and change everything from society to politics, the "millennial" generation (principally Generation Y in Table 2.1) are driving change. This cohort is the largest population group since the baby-boomers and is of particular interest in terms of the impact that they may have. Labelled as "millennials" because they entered adulthood around the millennium, already form 25% of the workforce in the USA and account for over half of the population in India. By 2020, millennials will form 50% of the global workforce.³ They will shape the workforce and the workplaces of the future including the public sector and they provide a lens through which to gain a perspective on the challenges of attracting young people into the public sector.

3.2 Millennials:

The millennial generation, because of their population size and because of their combined potential spending power, are the most researched generation ever and the generation that has been subjected to negative and widely held stereotypes, not only by older generations and employers, but in many cases by themselves and by employers. For example in the USA, the Pew Research Centre⁴ found that in a survey of millennials, some 59% described their generation as self-absorbed; 49% said they were wasteful and 43% described their generation as greedy. In terms of working life, the same survey recorded that only 36% see themselves as hardworking. Famously, Simon Sinek⁵ has spoken at length of this generation as being:

Entitled;
Narcissistic;
Self-interested;
Unfocused;
Lazy.

Characteristics which he claims are not of their own choosing but are cohort effects which have been developed through the nature of their parenting; the impact of widespread digital technology; their impatience for change and making a difference, and the economic environment into which they have grown.

³ Figures from PWC, "Millennials at Work: Reshaping the Work Place", 2011, pwc.com.

⁴ Pew Research Centre, USA, Quoted in The Guardian, "Millennials at Work", 15th March 2016.

⁵ Simon Sinek, "Millennials in the Workplace", <https://youtube.com>, 29th October 2016 and 23rd August 2017.

The volume of studies and reports about this cohort, whether based on sound research or not, seems to have impacted on a perception of them which is overly negative to the extent that they themselves appear to have begun to believe that this is a true reflection of their character and attitudes.

Study after study has compiled characteristics of millennials, based on both factual information and opinion studies, some of which are set out below. Millennials can be said to be:

- Most educated generation – especially for women;
- Digital natives and technologically savvy;
- Civic oriented;
- Conscious capitalists with a firm commitment to corporate social responsibility;
- Global citizens but also holding a local focus;
- Entrepreneurial;
- Pragmatic idealists – worried about the world and want to personally make a difference;
- Liberal in both social and cultural attitudes;
- Compassionate - volunteer to help others;
- Progressive – will challenge the system;
- Confident;
- Diverse;
- Practical and results oriented;
- Non-religious;
- Multi-taskers;
- Nomadic – free from restrictions;
- Impatient – want it now!
- Adventurous.

Many of these characteristics could be applied to an individual of any age but taken across a population cohort, do provide a sense of the attitudes and preferences of this significant generation.

In terms of relevance to their attraction into the public sector, a recent IPSOS Mori study of “Millennial Myths”⁶ notes that work is probably the worst area for myths and lazy assumptions about this generation. The study points out that a whole industry has grown up around making a lot out of small differences in attitudes that can be explained by being younger (life-cycle effects) or by the changing the nature of work for everyone (period effects) and that the most important aspect in terms of recruitment and retention is that employers re-think how they approach being a good employer.

Indeed evidence suggests that if looked at through a life-cycle lens, millennials are likely to want similar things from their employers as do older workers; they work similar hours and do not necessarily move in and out of jobs faster than previous generations at similar stages of their career⁷.

⁶ IPSOS MORI, Millennial Myths and Realities, May 2017.

⁷ Ibid

3.3 Vulnerable millennials

Whilst the millennial generation characteristics suggest they are a confident and impatient generation, for many young people, their economic outcomes into adulthood can be affected by Adverse Childhood Experiences (ACE's). Adult childhood of experiences such as abuse, neglect and dysfunctional home environments are related to a wide range of harmful behaviours. These themes are explored more fully in appendix 1.

4. Perceptions and Reality:

In the context where the public sector needs to recruit young people at a higher number than in the past, then perhaps this emphasis on being an excellent employer will be the key to success. This will require recruitment and management practices to acknowledge these expressed traits of younger people and ensure that their organisations are not solely driven by the current cultural gatekeepers – the baby boomers – which may be out of step with those that they need to recruit.

If the public sector can draw on attributes such as young people's entrepreneurialism, their digital skills and willingness to embrace and make change happen this could make a major positive contribution, given the need for achieving more with less and to innovate for the increasing adoption of new technologies.

However, a similar study by DEMOS and the British Council⁸ showed an additional challenge for the public sector in relation to the level of trust by younger generations in relation to government, both central and local.

On a trust score of 0-10- local councils scored 4.7 while UK Parliament scored 4.1 and the UK Government 3.9. When questioned regarding these scores, the responses were telling with respondents describing public servants and politicians as:

“...a self-serving elite who don't listen...”⁹

Over half of those questioned think that these institutions don't deal sufficiently with young peoples' issues, primarily those of housing, jobs and NHS and although current political initiatives may be seen to be beginning to address such issues – once trust is broken it takes a great effort for it to be restored. While this lack of trust was specifically directed at the political classes, it may well influence attitudes to the wider public sector and the same study noted that respondents preferred community action to political action as the latter was seen to be ineffective in bringing about change.

4.1 Public sector realities

“Young people are as motivated by the idea of public service as they ever were – but the government and the public sector aren't taking advantage of that.”¹⁰

One stumbling block is the poor perception of the public sector in the media and the potential implications this has for recruitment and will need to be addressed if recruitment numbers are to increase.

⁸ Demos/ British Council, Next Generation UK, May, 2017.

⁹ Ibid, p7.

¹⁰ Professor Philip Joyce, University of Maryland School of Public Policy, February, 2016.

A 2016 survey by Opinium¹¹ noted that British workers were sensitive to the repercussions of a negative company or industry reputation with one in five (20%) admitting that they were, or had been, embarrassed to tell friends and family about where they worked. This rose to 28% of 25-34 year olds. The impact of negative media coverage has a big influence, being cited by nearly one fifth (19%) while a greater number of public sector workers (24%) compared to 20% of private sector workers and third sector (5%) said that they had been embarrassed among friends and family to admit to their workplace.

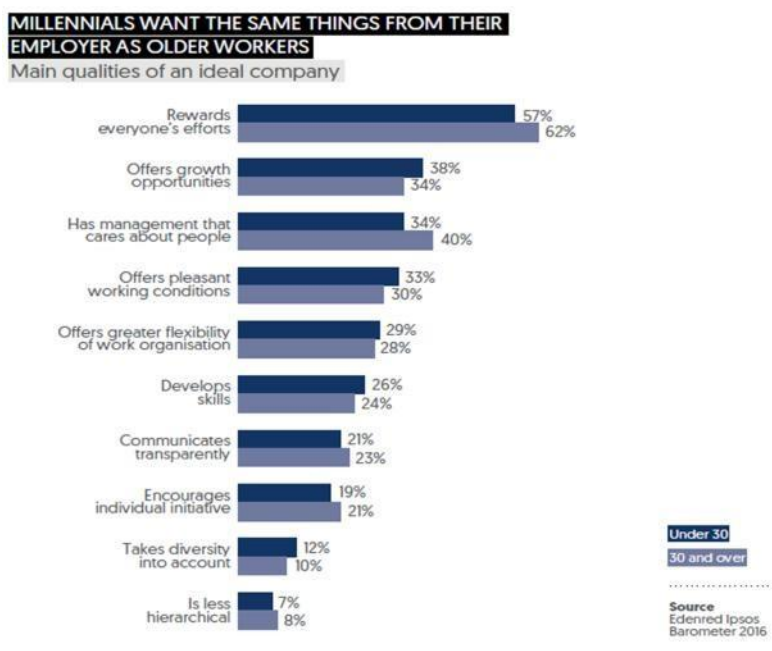
Likewise, a greater number of public sector workers (14%) negatively rated the reputation of their current employer compared to 8% in the private sector and 3% in the third sector. Only half (52%) of those working in Government said that they believed that their employer had a good reputation.

Where company reputation (33%) is one of the three most important factors for people seeking new employment, after salary (65%) and stimulating work (41%), the current image of the public sector in the media must raise concerns. Public sector organisations therefore must be wary of press and social media that portrays them as “failing or underperforming” no matter why this may be the case.

Views of the public sector not only present a negative organisational performance picture but their management style is seen as traditional and slow to change; hierarchical and rigid with a traditional leadership and a time-served approach to progression. This contrasts significantly with the type of environment that young people profess to want to encounter in their workplaces.

The IPSOS Mori study however, challenged the predominant myth that millennials relate to good employers in a different way – showing (Table 3.1 below) that there is little difference across the generations of what employees are seeking from their employers. The difference in terms of offering growth opportunities may be no more than a reflection on differences in the stage of careers.

Table 4.1



¹¹ Opinium, Reputation Matters, <http://opinium.co.uk/reputation-matters>, Blog, June 2016.

5. Proposals for Change:

Given the exploration above, proposals for change and enhancement of the public sector offer, in addition to its media perception, would seem to lie in the two broad areas of recruitment and retention. Taking each of these in turn, discussion of the type of approaches that might break down barriers to the attraction and retention of young people into the public sector, raised a range of areas for attention.

5.1 Recruitment:

Given that the recruitment drive will be targeting a generation that grew up with digital technologies and are frequently called “digital natives” it is clear that recruitment via the web and social media must be the primary channels. However, it is important to note here that there are nuances in this approach.

First, younger millennials use different social media channels to those in the older age brackets. While Facebook has users of all ages WhatsApp, Instagram and Snapchat are more popular with younger millennials.¹²

Second, it is important to note that adverts on social media are not favoured. Business profile pages on social networks are more likely to produce results.

Third, given that the advertisement for vacancies occurs on social media, it is imperative that the opportunities are optimised for mobile screens and that the application process itself is both easy and fast.

These factors mean that public sector organisations need to be clear who in the younger age group they are targeting and how best to reach them.

In addition to traditional advertising of opportunities, given the issue of perception of public sector organisations, it would seem important to reach out to younger people in ways that the corporate world recruits, such as taking part in school, college and university recruitment fairs. Similarly, local councillors and other elected officials can increase their visibility and engagement by going to where young people are and enhance their own and their organisations’ profile through online forums.

Traditionally, recruitment processes into the public sector can be drawn out and take a relatively long time, when recruiting young people who have an expectation of immediacy then it is important to try to speed up the timeframe for recruitment.

Finally and perhaps most importantly, given the strong drive to make the world a better place, it will be important not only to write inspiring job descriptions which feature the outcomes that are expected from the position but sells the purpose of the organisation rather than the organisation, *per se*. Learning from purpose-driven organisations both in the corporate world and the third sector, an approach which focuses on the difference that working for the organisation can make to people’s lives, the society as a whole or the environment, rather than the organisational mechanisms that underpin this mission, will appeal more to the millennial generation’s drive for change and betterment.

¹² IPSOS Mori (op cit) p93

Having overcome any negative perceptions and any impressions of being “old fashioned” in terms of recruitment, one of the best and often most successful ways in which to attract young people is to offer meaningful paid internships. With the competitive nature of the job market and many private sector organisations being challenged for their extensive use of unpaid internships, such an offer can be a winner in terms of recruitment. A successful internship can alter the whole perception of the organisation as a place to work. It has been recognised that contrary to the millennial stereotype as a “job-hopper” attitudes to job loyalty are formed early in a millennial’s career:

If a young person finds a good job fast after graduation and feels valued and appreciated in that role, they will stay for a long time.

If however they have a string of internships, temporary work or freelance projects they tend to develop a tougher and more casual attitude to their employer and are likely to switch more regularly.¹³

6. Retention:

The emphasis above is on a successful internship and it is important that management practices and approaches to flexibility are displayed early through the organisation’s performance management approach, ensuring that those recruited feel valued. Studies in the USA¹⁴ and by DEMOS have shown that the top drivers of young people feeling fulfilled in their careers are:

- Feeling valued by the organisation;
- Having confidence in the leadership of the organisation;
- Liking the type of work that they undertake;
- Feeling that on most days that they have made progress at work;
- The organisation treats them like a person not just a number.

These values are likely to be generated by a managerial approach which embraces flexible working and shuns “presenteeism”. Digital natives do not see why they cannot undertake their work flexibly rather than in the office when the technology fully enables them to do so.

Millennials are strongly engaged when working in teams and working together to solve problems and complete tasks, They are much less comfortable with an approach of “command and control”, which may be a challenge across the public sector.

Rewards should be earned and should be about recognition and achievement rather than merely recognising individuals who are “time-served” and are being rewarded for length of service. Likewise, there is a view that there may be a tendency in traditional management to focus more on those that are “failing” rather than encouraging those that are performing well. A mantra of “fail-fast” sits better with the younger generation and may be a reflection of their entrepreneurial spirit.

One key way in which organisations with a wide age distribution and / or a predominantly older workforce can generate a sense of being valued is through reverse mentoring. Drawing on digital skills in particular is an obvious area for such an approach. Millennials are experts in social media and can bring that knowledge to bear in an organisation by coaching senior management and opening up the opportunity for discussion and learning in each direction. This not only provides a sense of empowerment but is more than likely to draw on skills where the organisation may be deficient.

¹³ Tanya de Grunewald – Graduate Fog, Quoted in The Guardian, “Millennials at Work”, 15th March 2016

¹⁴ Centre for Generational Kinetics, LLC, 2015. Demos/ British Council, (op cit) 2017.

Finally, the thought of a long and internally focused career is not what today's young people are seeking. Rather they want to have the opportunity for wider engagement, such as being given the opportunity to travel abroad for study or work.

7. Conclusion

Despite the apparent scope for a serious disconnect between the UK public sector and its ability to attract the brightest and the best of our young people, a review of the data, beyond stereotypes, perceptions and media headlines, shows that there is a significant opportunity for engagement, recruitment and retention.

For example, when asked about what makes them proud to be British in the Next Generation UK survey in 2017, it is notable that compared to the general public, 18-30 year olds had higher regard (and pride in) the NHS and the BBC, two of our major public sector-institutions. Indeed the NHS was rated the highest of all.¹⁵

There can be little doubt however that the status quo will need to change to make the most of the opportunities flagged in this short review.

Having reflected on the findings of the report the Advisory Board made the following recommendations:

- Public sector organisations should review their employer value proposition to focus more purpose rather than the organisation itself
- Employers within the public sector should review their recruitment processes by way of an effective audit to ensure they engage candidates effectively as well as assess their capabilities
- Recruitment processes should be reviewed to ensure that maximum use of technology to deliver a more agile and expedient approach without compromising on rigour
- The offer of internships be delivered with a real purpose and with genuine development opportunities
- Public sector organisations look to enhance their reputations as an employer of choice, leveraging their position as major local employer by linking purpose with community impact
- National representative bodies within the public sector should do more to encourage national campaigns, including joint campaigns, to enhance the reputation of the public sector linked to some of the key themes emerging from this report.

¹⁵ Source: Next Generation UK 2017 survey, young adults aged 18–30 across the UK (n=1,994). Ipsos MORI polling online and fieldwork conducted between 25 January and 7 February 2017. General public polling was 16–75 year olds in Great Britain only, conducted by Ipsos Mori online in July 2016.



Briefing from Barnardo's

Attraction of Young People to the Public Sector, a paper by Cathy Garner & the Penna Public Sector Advisory Board.

The importance of Employment, Training and Skills for vulnerable young people

Whilst the millennial generation characteristics suggest they are a confident and impatient generation, for many young people, their economic outcomes into adulthood can be affected by Adverse Childhood Experiences (ACE's).

First explored in the USA by Felitti et al 1998¹ there is a growing body of research which reveals the long-term impacts that experiences and events during childhood have on individuals' life chances. Adverse childhood experiences (ACE's) such as abuse, neglect and dysfunctional home environments have been shown to be associated with the development of a wide range of harmful behaviours including smoking, harmful alcohol use, drug use, risky sexual behaviour, violence and crime.

The California Adverse Childhood Experiences Study was one of the largest investigations ever on links between childhood maltreatment and later life health and well-being. As many as 17,000 participants had comprehensive physical examinations and provided detailed information on childhood abuse, neglect and family dysfunction. The study found that adults who had adverse childhood experiences showed higher levels of violence and antisocial behaviour, adult mental health problems, school underperformance and lower IQs, economic underperformance and poor physical health. These led to high expenditure on health support, social welfare, justice and prisons and lower wealth creation.²

It has been estimated that two per cent (approximately 120,000) of families with children in the UK are experiencing five or more of the following adversities related to deprivation and poor child well-being;

- no parent in work
- poor quality housing
- no parent with qualifications
- mother with mental health problems
- one parent with longstanding disability/illness
- family has low income
- family cannot afford some food/clothing items
- parental offending or antisocial behaviour³

¹ Felitti MD, Anda RF, Nordenberg MD, et al. Relationship of childhood abuse and household dysfunction to many of the leading causes of death in adults: the Adverse Childhood Experiences (ACE) Study. American Journal of Preventive Medicine 1998; 14: 245-258.

² <https://letsgethealthy.ca.gov/goals/healthy-beginnings/adverse-childhood-experiences/>

³ <http://webarchive.nationalarchives.gov.uk/20120919164517/http://www.communities.gov.uk/documents/newsroom/pdf/2053538.pdf>

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In addition, any single one of these risk factors can mean a family or young person needs support. Barnardo's works with vulnerable groups of children and young people who are a high risk of poor outcomes;

- Looked after children - studies have shown links between mental ill-health and adverse childhood experiences, and that mental health needs are much more prevalent among looked after children.⁴ It is estimated that 45% of looked after children have a diagnosable mental disorder (compared to 10% of all children).⁵
- Domestic abuse - exposure to domestic abuse can have a negative impact on a child's emotional wellbeing. A study by SafeLives showed 52% of children who witness domestic abuse experienced behavioural problems and issues with social development and relationships.⁶
- Lesbian, gay, bisexual and transgender (LGBT) people of all ages are more likely to experience poor mental health than heterosexuals, which indicates that LGBT children and young people have particular support needs. For example, LGBT people were found to be at higher risk of mental disorder, suicidal thoughts, substance misuse and self-harm than heterosexuals.⁷
- Young people involved in gangs face particularly high rates of mental illness. Signs of severe behavioural problems before the age of 12 are prevalent (40% of those who were gang members, of both sexes, compared with 13% of general youth justice entrants), and as many as 1 in 3 female and 1 in 10 male gang members are considered at risk of suicide or self-harm.⁸
- Young people who are not in education, employment or training (NEETs) have more mental health and substance misuse problems than their non-NEET peers. This detrimental effect is greater when time spent as a NEET starts at a younger age, or lasts for a longer period of time. This link is partly due to an increased likelihood of unemployment, low wages or low quality work later on in life. 790,000 were not in employment or full-time or part time education (NEET, 11%), in the second quarter of 2107
- Evidence on care leavers shows how difficult they find transition to employment with 34% not in employment, education or training (compared to 15% of 18 year olds in whole population).

⁴ [http://www.thelancet.com/journals/lanpub/article/PIIS2468-2667\(17\)30118-4/fulltext](http://www.thelancet.com/journals/lanpub/article/PIIS2468-2667(17)30118-4/fulltext)

⁵ <https://sp.ukdataservice.ac.uk/doc/5280/mrdoc/pdf/5280userguide.pdf>

⁶ http://safelives.org.uk/sites/default/files/resources/In_plain_sight_the_evidence_from_children_exposed_to_domestic_abuse.pdf

⁷ <http://bjp.rcpsych.org/content/198/2/143>

⁸ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/398674/The_mental_health_needs_of_gang-affiliated_young_people_v3_23_01_1.pdf

⁹ <https://www.gov.uk/government/publications/local-action-on-health-inequalities-evidence-papers>

8. Appendix 1

Case Study: Barnardo's: Employment, Training and Skills

Barnardo's Employment Training and Skills (ETS) programmes⁹ works with young people on an individual basis to find the best training and employment opportunities in their area; from construction qualifications, hairdressing apprenticeships to careers advice.

In 2016, we undertook a study of our employment and training support for care leavers in Lincolnshire. The study provided insight into care leavers' expectations and experiences of early working life, and highlighted the importance of the following in effectively supporting care leavers into Employment, Training and Skills opportunities:

Pre-employment work preparation with care leavers – with a focus on support with on soft/emotional skills and training on workplace skills
Not only preparing care leavers for their transition into work or training, but supporting them throughout the process
Looking beyond the immediate employment-related challenges or barriers care leavers may face, to understand their broader circumstances, so as to ensure that any challenges or barriers in other aspects of their lives are identified and tackled, to minimise the impact these might have on their ability to engage with ETS.

Tom's experience with Barnardo's

Tom was referred to Barnardo's Employability Fund from Job Centre Plus. He had been unemployed for over 2 years at the time of joining the programme. Tom was homeless and had a history of drug and alcohol abuse. In addition to this, he was a young parent and desperately wanted get his life on track for himself and his family, he was willing to try anything.

Tom initially completed a 2 week placement with a local plumbing company and received outstanding feedback. From there, Tom was able to secure a much longer placement with Malcolm Construction Services at their yard in Glasgow. He enjoyed the work very much assisting with heavy plant maintenance and completed an 8 week placement with, once again, outstanding feedback.

Barnardo's Works then helped Tom to secure more permanent employment. He was successfully employed as an Assistant Plant Mechanic by the Director of Plant for MCS.

Tom has now been employed for over 6 months and is no longer homeless, having moved backed in with his partner.

The public sector could play an important role with local authorities prioritising roles for the young people they corporately parent both in-house and via contractual agreements with suppliers.

⁹ <http://www.barnardos.org.uk/ets-work>