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# WE MIND THE GAP.™

## Ambition

Change the **lives** of **1000**  
**young people** in Wrexham  
in **1000 days**, together as a  
community, with **love** and  
**real opportunity**.

WeMindTheGap Big Conversation

Employers Research Report



POWERED BY  
**LEVELLING  
— UP —**

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— BRO —**

## Context:

The Big Conversation is an unprecedented attempt to get inside the heads and into the hearts of those people whose lives and education were so rudely disrupted by Covid19, and who are notoriously hard to reach: our 18–21 year olds. The Big Conversation aims to first find and then to talk to young people in an individual town – Wrexham - who were aged 16-18 when the pandemic hit. The objective? To understand what makes them truly 'tick' in an era of once-in-a-generation confusion, chaos and noise, and then, with that understanding, create the right opportunities for them.

Since 2014 we have had the privilege of collaborating with employers from many and different sectors across our communities who through their own sense of doing good have offered meaningful work placements for our young people on the employability programme 'WeGrow'. Those relationships have survived covid19, Brexit, changes in leadership, many a tantrum of a young person and is testament to a shared ambition: to create opportunities for young people and encourage, buddy and showcase their own workplace and what good looks like.

And through that valued network we hear that we are not alone in not being able to find our young people. Those trusted partners, and other employers within our communities, are coming to us saying they are finding it hard to recruit into entry level jobs, and then retain those young people in employment.

Finally, the wider community we deliver in includes other charities and agencies and they too are telling us of the struggle to recruit for their programmes – Prince's Trust and National Citizen Scheme to name just two.

And so as well as needing to know where our young people are, what they are truly thinking, what they are actually feeling, what they really need today and tomorrow to take their next steps, we need to know and understand what employers are thinking, feeling, seeing and doing about employing young people into entry levels jobs.

By correlating what both our young people and employers are telling us, by understanding the common experience between both groups, we will be in a better position to understand what support could be offered and developed to enable young people to thrive across Wrexham.

## Aims and ambitions:

As a result of this project, as a whole community we will:

- know who our young people are, where they are, what they are doing right now, what they want and what they need to lead a meaningful life, the gaps that they have fallen through and how those gaps could have been filled,
- Understand how to engage with our young people in meaningful ways and share with our employers to allow them to recruit and retain and drive the prosperity of the community;
- Identify advocates for change: create a community of young people in Wrexham who will be community activists.

This research was supported by Wrexham County Borough Council and has been conducted in collaboration with Wrexham University and Coleg Cambria. Our aim is to capture quantitative data as to what entry level roles are vacant in the area, and qualitative as to what services and support are out there, what the gaps are and how we as an organisation could mind those gaps.

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## Executive Summary:

WeMindTheGap's research has highlighted the real or perceived gaps young people have in their readiness for work; and the measures that could be offered by employers to support them and young people:

- **Resilience.**  
Some young people lack the social skills such as resilience, motivation and initiative to be part of the workplace and therefore find it extremely difficult to find, secure and stay in work.
- **Meaningful Work Experience**  
The research showed a consensus that the skills gained by work experience were missing and therefore some young people do not have the experience of what a workplace is actually like.
- **Wellbeing**  
Employers recognise that wellbeing is extremely important for supporting young people in the workplace with many issuing new policies and procedures for support. Employees have shared that they are 'burdened' with many social, emotional and financial' worries that can distract them from work or be a reason to leave employment.
- **Adverse Childhood Experiences**  
The Adverse Childhood Experiences (ACE's) that young people have experienced has a dramatic effect on how they act socially and appear to the employer. This along with anxiety which would have been heightened after covid19 is often evident in the work place. The findings show that over half who responded to the survey had never heard of ACE's. We understand that Wales has the ambition for the nation to become trauma informed so this indicates a significant gap and that training is needed on ACE's and trauma across the board for employers and employees.
- **In Work Support**  
Employers found that motivation was low in some young people with the reluctance to do mundane jobs. It could be seen that some young people are struggling with resilience. One employer reported having to extend the probation period due to multiple absences from work. However, one employer said that retention was good if the correct support was given by the employer for the young people.
- **Employability Skills**  
Employers found that many young people are turning up for interviews or work without the knowledge and experience of the 'unwritten rules of employment' eg/ turn up early or on time, be ready to work mentally and physically, good sleep and diet. Many lack basic social skills of being able to talk to a stranger or engage with stranger.
- **Role Modelling**  
Employers found that many young people have not had 'being employed' and the world of work role modelled to them either by friends, family or through work experience and therefore have unrealistic expectations or no expectations of how to behave, act or take part.

## Conclusion:

Our ambition was clear: by correlating the insights from young people, employers and statutory services, could we identify opportunities and support to help young people thrive across Wrexham?

The unique opportunity to speak to, listen and hear the challenges employers are facing across Wrexham in finding, keeping and supporting young people has shown that:

1. There is a gap between the need and ambition to recruit and retain young people in our businesses and the reality of finding them and then supporting them to become great employees.

2. The reality that covid19 and lockdown was a profound trauma experience for young people was not recognised by the majority of employers spoken to, and the gap in that knowledge means they are not in a position to provide simple but effective preventative measures which would ensure young people can thrive in employment.
3. There is clear recognition that covid19 has affected both the maturation and behaviours of young people, has increased their social anxiety leading to a reduced resilience at their ability to face the day-to-day challenges of employment.

The research has highlighted gaps that if tackled would help address the main issues our young people are facing post covid19. These include resilience, motivation, and support. But crucially the research shows the support needed is not just for the young person but their family and employers.

There is a clear need for WeMindTheGap to help bridge that gap, to provide supportive programmes delivered with love and care within the context of a community to allow our young people to take their next steps, to lead independent lives and to support the prosperity of our community. There is a clear finding of a commonality between both young people and employers – young people want to work and employers want to employ them. The only way to bridge the gap is to work together as a community recognising and then building the blocks that will bring each party closer together, with mutual understanding, trust and support.

## Recommendations and next steps:

- WeMindTheGap will continue to provide employability skills training in the WeGrow programme in the form of sessions including communication skills, confidence building, unwritten rules of employment and team building.
- WeMindTheGap will use the findings of the Big Conversation with young people and employers to review and adapt programmes to fill the gaps identified and create new pilot programmes for Wrexham.
- WeMindTheGap will develop an extended offer of continuous support through our WeBelong Alumni Programme, revisiting employability skills with graduates and also extended to support larger numbers into work.
- WeMindTheGap will work with employers and other agencies to develop a suite of tools to support employers. This could be in the form of an alternative Employment Hub/offer.
- We understand that the Welsh Government has an ambition for the whole of Wales to become 'Trauma Informed'. WeMindTheGap is already part of that work and will collaborate with Wrexham University to support the education of staff, employers and gappies in Adverse Childhood Experiences and the 'Trauma Informed' approach.
- WeMindTheGap will continue to deliver programmes and work with local employers to provide an increased number of meaningful work placement opportunities which will help develop resilience, motivation, realistic expectations and understanding of work.
- WeMindTheGap has an ambition to continue to capture data over a longer period of time to develop a longitudinal study and to involve an academic partner.
- We plan to create an Employer Partner steering group to help us develop these recommendations over time and to capture any changes.

## Methodology:

The research stage started with the formation of a focus group of employers from the local area at Wrexham University. The group consisted of representatives from a housing association (including elderly care, homeless provision and supported accommodation), a manufacturer, an IT business and retail. We had an open discussion to ascertain what recruitment in general was like in their sector, their challenges and what best practice they could share that helps them fill these entry level roles and prevent a high employee turnover or what support they might need to put in place. Using ideas from this meeting a questionnaire was compiled, which we rolled out to multiple employers in Wrexham.

We hope this will give us a bigger picture as to what is happening in Wrexham, and what is needed to support employers and young people.

The questionnaire was developed in conjunction with Wrexham University to find out about the roles employers currently have which are unfilled, what they have tried with regards to recruitment and what reasons they think employees leave prematurely. What they perceive to be the challenges of young employees.

The employers research project was launched concurrently with the Big Conversation in February 2023 and ran alongside our conversations with young people in Wrexham. We recognised the short timeframe would limit the number of businesses we could reach. A clear finding was that talking to people in person over time enabled us to gain far more insight than emails or phone calls.

We recognise that the research was undertaken in a very short time frame, initially using methods such as cold calling by email. There was some resistance to this which made it difficult to gather data. However, over time we were able to gather more information as we embedded ourselves within the community. Our research bears out the well-known problem with questionnaires response rate (Parahoo,2014).

In total **105** Employers were identified and contacted either through face-to-face interviews, phone calls or by email. The questionnaire was available through an email or QR code. The companies targeted were categorised under the following sectors: *(sectors defined in Appendix 1)*

In total **52** face to face interviews were held and an additional **21** surveys were completed. The quantitative and qualitative data is discussed in the report.

Sector	Numbers contacted	Surveys Completed	Face to face interviews
Manufacturing	28	3	10
Leisure	11	1	3
Retail	20	4	8
Care	11	4	8
Hospitality	6	4	7
Service	15	1	7
Third Sector	9	3	5
Education	3	0	2
Defence	2	1	2

## Insights from the survey:

The survey responses give weight to the view that employers have noticed a 'difference' in young people since the covid19 pandemic. The main differences cited include young people lack the social skills such as resilience, motivation and initiative to be part of the workplace and therefore find it extremely difficult to stay in work.

The skills missing as highlighted by an employer was possibly due to all work going online during covid19 and a recognition that without face-to-face work it was more difficult to help young people with the social skills necessary for being in a workplace.

A clear consensus was that the skills gained by work experience were missing and as a result young people do not know what a workplace is actually like. Whilst it is recognised that work experience opportunities were in decline pre-covid19, the changes

to workplaces during and post COVID19 of home working and/or a hybrid model has created a further barrier to offering those placements.

The research highlights that retention rate for young people was low with two employers saying it was below 30%. The factors of reduced social skills and high expectations from young people were cited as possible reasons. One participant reported that as employers there needed to be a change in the way they recruit to attract young people.

The employers have recognised that wellbeing is extremely important in supporting young people in the workplace with many issuing new policies and procedures for support. One employer has made a health cash plan as part of their employment package which includes 24hr access to GP's in addition to counselling.

Transport is often an issue for young people who may not have the money to travel to work or live and can access to basic public transport routes. Some find it difficult to use public transport due to anxiety and poor previous experiences. All the employers who responded to the survey indicated that the main forms of transport included car, public transport and bike. Transport will be a factor in recruitment and retention depending on where the young people live and the location of the employer.

The Adverse Childhood Experiences (ACE's)<sup>1</sup> young people have experienced has a dramatic effect on how they act socially and present to the employer and is in addition to the anxiety seen which seems to have been heightened due to covid19 and lockdowns. The findings show that over half who responded had never heard of ACE's. Welsh Government have a clear ambition for everyone working and living in Wales to become 'trauma informed'. Our research finds a significant gap in knowledge, education or training on ACE's and to the impact of trauma on our young people across all employment sectors in Wales.

The majority of employers did not have an Environmental, Social and Governance ('ESG') strategy.

## Insights from the face to face conversations:

The qualitative data was captured after speaking face to face with employers, taking time to listen and be curious as to their experiences with young people since covid19. *A full write up of the conversations can be seen in Appendix 3, Employer Meetings.*

Employers found young people's motivation was low with the reluctance to do mundane jobs. A clear finding was that the young people are struggling with resilience with one employer having to extend the probation period due to absences. However, one employer said retention was good if the correct support was given by the employer for the young people. For example, structured support including a mentor, regular check ins and opportunities to debrief and ask questions.

Two employers reported that young people did not always turn up for job interviews. Whilst accepting that there were vacancies in the workplace the researched has shown getting the vacancies filled is difficult for certain sectors. One employer only had 25% of candidates attend the process. That same employer suggested young people do not always have the support from home and therefore do not see a role model of what a good employee looks like.

## Insights from personal thoughts and experiences of Employers:

The conversations we had as part of the research led to employers talk to us as a parent, a friend, a neighbour who wanted to share a personal experience or insight with us. These insights are valuable and evidence the 'working worried' aspect of employment post covid19.

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<sup>1</sup> UK definition of Adverse Childhood Experiences (ACEs) are stressful or traumatic experiences that can have a huge impact on children and young people throughout their lives.



One employer parent indicated that many of her daughter's friends are still unemployed, and many are on zero hours contracts providing no constancy or security. It was recognised that young parents, who are now employees, were struggling having had to cope with their young children during covid19. A day care employer cited that the health issues with the children, and also the parents trying to cope, required extra support.

One employer in the interactive education sector noted that young children were having difficulties with behaviour with tasks given to the same age group pre covid19 resulting in those tasks now being 'dubbed down'. The employer suggested this was down to isolation during the covid19 period and missing education in a classroom setting and gaining the social skills required to learn in a group. The maturation gap finding was highlighted by an employee saying that she had lost two years during covid19 and was now expected to jump two years in her educational and emotional development without being given the skills or support to do so.

There were two stand, poignant personal responses:

- an employer who said his own son had been unwilling to come out of his room and socialise since covid19 and lockdown and would have liked support at the time to cope with the situation.
- an employer who observed as a society we have to look to young people to take our companies forward as the existing workforce age, a statistical fact most prevalent in the care sector where the majority of current employees are older.

## Appendices:

### 1. Glossary

**Entry Level Roles** – Roles requiring little or no qualifications, usually starting on or around the minimum wage.

Sectors

**Manufacturing** - Main role of the company is to make and sell a single or multiple physical products.

**Leisure** - Leisure centres, Drama School.

**Retail** – A company selling direct to the public, usually from their own physical premises.

**Care** – This includes care homes, day centres, child care facilities and supported living for young people.

**Hospitality** – Hotels, pubs, restaurants.

**Service** – IT support businesses, call centres, logistics companies, financial services, marketing companies.

**Third Sector** – Charities, CIC and National Trust (NB there is some cross over here as we had to decide where to put some businesses that spanned more than one sector).

**Education** – Colleges, schools and educational charities (where education is their main role).

**Defence** – MOD recruitment centre, Military training centre.

### 2. Summary of survey responses.

**Q1. Name and role** – There was 21 responses, roles included directors, managers, HR and specialists.

**Q2. Company** – All 21 responded.

**Q3. Sector**

All 21 responded. 3 Manufacturing, 2 Leisure, 4 Retail, 4 Care, 4 Hospitality, 1 Service, 3 Third sector.

**Q4. How many people do you employ?**

All 21 responded with range from 8 to 710 employees.

**Q5. What percentage of those are 18-21 yr olds?**

All 21 responded with range from zero 18–21-year-olds to 75%.

**Q6. What entry level roles do you currently offer to young people aged 18-21?**

All 21 responded with entry level requirements being from no qualification to Level 2 requirements with a range of roles.

Two employers didn't offer any entry level roles

**Q7 - What type of roles are offered at entry level?**

All 21 responded to types of roles offered. These ranged from traineeships, zero hours to permanent.

**Q8.- How many vacant entry level roles are there currently in your company?**

All responded to having from no vacancies at the present time to 23.

**Q9 – Do young people have the opportunity to progress in your workplace and how?**

All responded to having opportunities for progression through hard work and motivation to completing their apprenticeship and gaining qualifications.

**Q10 – What qualifications do you require for entry level positions?**

Qualifications required from none to Entry level 4 IT.

**Q11 - Do you recruit people with no qualifications?**

16 recruit without qualifications and 5 maybes.

**Q12 - In what way do you think recruitment of young people has changed post covid?**

These are a sample of the written responses:

'Trying to get reliable candidates, many don't want the apprentice rate. Trying to find candidate's and lack of applications'.

'I feel that young people do not actually want to work, they don't like being told what to do- struggle with discipline'.

'Fewer entering the market, amongst those that do a lack of ambition and drive is starting to become prevalent'.

'How do we attract younger people into the workplace & away from their comfort zones (bedrooms)'.

'Younger people are more confident in looking for the right role for them and definitely not tending to look for a 'job for life'.

'As an employer post covid we need to be truly transparent, live by our values and move away from the corporate culture and attract Generation Z'.

'We have seen less demand as a good proportion want home working which is not available with the roles in Customer Services or Production'.

'Some may have less opportunity to do after school jobs / weekend jobs'.

'There is a lot of competition to recruit. It appears to be a job seekers market and many candidates want home working as an option and this isn't always something we can accommodate.'

'However, it is more challenging to retain younger staff due to the wide range of opportunities available to them.

Especially now businesses in Liverpool/Manchester are offering home working.'

**Q13 - What is the retention rate of young people and has it changed post covid? Sample of written responses.**

'75% young people in general seem to be different High expectations, high sickness levels, less reliable'.

'The retention of younger people has been poor within the day care setting. although, we have been keen to employ younger staff with a view to training, developing and planning for the future there appears to be a lack in appetite to undertake employment. Applicants for vacant posts had started to decline prior to covid and has since expediated'.

'Our retention rate has decreased post covid'. 'It is 20%'.

**Q14 – What gaps have you perceived in skills of young people. Social, academic, initiative, resilience?**

Gaps in skills include:

'social gaps, using their initiative, motivation and also resilience'.

'We have seen a growing number of younger people having general people skills issues (however, on the flip side their computer/mobile phone skills are phenomenal). Academically applicants seem to be reaching the required criteria but the "youth work experience element" seems to be missing - which then impacts on their lack of initiative and coping within the real workplace'.

'Lack of resilience and confidence, COVID took a lot of things to an online platform instead so lack of in person social skills'.

**Q15 – Where do you advertise your vacancies to attract young people?**

The advertisement on jobs was all online but with some using multi platforms to advertise including local noticeboards.

**Q16 – Is there anything else you would like to inform us about young people in the workplace or during you have noticed during your recruitment?**

10 answered this question, answers included:

'We have a significant lack of younger people applying for roles with us - they are not aware of the careers available in housing'.



'Willingness to do basic tasks, motivation is low, seem to need constant support/direction'. 'We have had some great hires and keen staff'.

We held an open recruitment day back in October and found a lot of people came completely unprepared or had done little research about the jobs on offer which was a bit disappointing!

**Q17 – How do you support the wellbeing in your force and what tools are used to assist you?**

Wellbeing support was fully answered samples include:

'We are currently re-vamping our wellbeing policy to ensure its all-in-one place (we are a bit all over the place sometimes), to encompass physical, financial and mental wellbeing. We offer lots of support and need to make a place where everyone can see it and help themselves (rather than us pushing people to get help)'.

'We have inductions, training, team building events, social events We also have Health cash plan for all staff with money off optical, dental, physio etc plus 24/7 GP and counselling service, plus perks - discount off a large range of retail, entertainment'.

'We have an EAP- employee assistance programme available to all employees for free. We do wellbeing meetings, back to work interviews and have whole hub about wellbeing'.

We support staff through one-to-one meetings with line managers, team meetings, annual appraisals, probation review meetings, training courses. We also ensure staff are aware of our Employee Assist programme which can support with wellbeing, including counselling.

**Q18 – What are the transport options for young people to get to your workplace?** All answered, and the majority of answers were public transport, bike and car.

**Q19 – Have you heard of Adverse Childhood Experience and the impact on young people, their lives and therefore their employability?**

The ACE's answers were 9 yes and 12 no.

**Q20 - Do you currently have an Economic Social Governance strategy and what are you interested in doing?**

There were 3 yes, the rest were no or not known.

### **3. Employer Meetings**

**Interview in Child Care setting.**

Some difficulties with younger staff around communication – not letting Nursery know if they are off ill, significant incidences of illness and poor retention.

Nursery offered two places to disadvantaged young women and offered significant support. Unfortunately, they were unable to sustain the commitment required and left.

They have introduced a staff benefit system with dental treatment, mental health support, 24hr access to a GP plus financial incentive benefits to improve retention and commitment to support and retain staff.

In addition the following have been noted:-

- A number of health issues with children at the nursery that have not been picked up by health visitors or GP's. Possibly due to phone consultations rather than face-to-face appointments.
- Parents requiring extra support not being able to find it elsewhere.
- Children behind in communication skills and general interaction. Is this due to increased screen time of both children and parents?

**Hospitality:-**

Spoke to a catering manager.

This specific setting doesn't have recruitment issues – They recruit on attitude. The manager can also ask for individuals to be bumped up the list. i.e friends and family can be put forward for interview.

Staff who need mentoring are identified and buddied with a suitable mentor. This builds confidence within the team both for mentee and mentor.

Retention is good as a result of the support given.

This setting understands the importance of quality work placements to help young people understand the work place and what is expected of them.

#### **Manufacturer and distributor.**

The majority of the young people here seemed to be highly motivated. Most wanted to stay with the company with a desire to be promoted. This could be due to the role models in management who had been promoted through the business, demonstrating possible progression routes if they worked hard.

One young person commented. 'We lost two years to the pandemic and are then expected to jump two years in our development without being given the skills'.

#### **Elderly Day Care centre.**

Spoke to a manager. This person is due to retire March 24 and was concerned most of her staff are 50+ and so wanted to implement a succession plan. She recruited two young women to start to build a younger workforce but has found it incredibly difficult. Resilience is low and so had to extend the probation of one young person due to the number of absences in a short period. Another worked extremely slowly and couldn't adapt to help where needed. The manager found low personal drive and the young people only wanted to work two days to avoid reductions in their benefits.

#### **Youth Cymru**

Met with Youth Cymru – very positive would like to collaborate. Spoke about the difficulties in schools (they work with primary and secondary aged children) They are accredited so can deliver for education.

#### **Supported Living for the elderly 1**

Frustrated with young people either not turning up for work or not being reliable. Poor communication skills. Workforce is all older which gives reliability and experience but long term this is a risk as older employees leave and there is no one to take their place and skills are lost . Worries about the drive and motivation of young people.

#### **Supported Living for the elderly 2**

Felt work placements are important to enable young people to understand the workplace and build resilience.

#### **Small Convenience store**

Spoke to manager. Recruitment is a real problem, they have four vacancies at the moment (they're on a bus route and there is a significant local population so it's difficult to understand why) . Of six people invited for interview, four were no shows. High level of vacancies puts extra pressure on existing staff.

#### **Large manufacturer on Wrexham Industrial Estate**

I spoke to the PA of MD. She asked for me to resend the questionnaire as MD was extremely busy. We then talked about the situation of young people in Wrexham but she did not seem to be that interested. There has been no reply. This seems to be a recurring issue of people being too busy to respond to questionnaire.

#### **Manufacturer**

I spoke to reception of the manufacturing then HR. Sent email with questionnaire, they do employ young people on apprenticeships and in the factory as no entry. There is still no reply from the company.

#### **Finance Company**

HR lead has been away but met employee, 20 years old. We spoke and she talked about her experiences during covid. She is willing to do a face to face interview when colleague is in order for both of them to complete it. She filled out the young persons survey and was very helpful and insightful. HR lead has not replied to the email sent out.

#### **Large Supermarket**

I spoke to the Community Champion who was very accommodating and took the QR code for both as an employer and her daughter. Her daughter pushed through the covid era, but her friends found it very difficult, and is now a manager at Tesco her friends are either still unemployed or have zero hours work.

### **Large Building Materials supplier**

I spoke to the manager, he was extremely busy but keen to share his story about his son who has been unwilling to come out of his room and socialise. This stems from the covid situation. He was very interested in what we are doing. I sent him the email with the questionnaire although we have not heard back from him.

### **Large Bakery**

I visited the bakery HQ and spoke to HR, she was very positive and spoke about how difficult recruitment was, they had many vacancies and took work placements. She was very busy and asked me to resend the questionnaire, which I did.

### **Electric Wiring Manufacturer**

Quote 'It was good to talk today. Like I said to you we try and encourage staff on site to progress within.

We need to look after the young work force as these will be the people driving the company in the future. Currently we don't have anyone on site between 16-21yrs. We have however taken 3 lads through college Cambria who were at the age of 21 and now are qualified engineers. You have to look at these lads to take this company forward as we are not getting any younger.

Hope this helps

If you need any more information then don't hesitate to contact me.'

### **Science Facilitator**

Met staff who gave me a guided tour as we chatted about the Big Conversation. They were both keen for us to become employer partners and are able to provide placements for our young people. We discussed young people and from their point of view the two main issues were behaviour and tasks that they undertake at have now to be a year or two behind what they would normally be. This is due to the young people being isolated during covid. They are so happy that we are giving the young people of Wrexham a voice. They are also willing to carry out team building with our future groups.

### **Property Developers**

I spoke to HR representative who has vacancies in September in the office and admin. She gave me an overview saying the young people they employ lack motivation to do jobs. She feels they do not want to do the mundane jobs.

### **Industrial Equipment supplier**

I spoke to an employee of the company who has been with them for 39 years. Their company has reduced staff by 50% following covid and as such are not taking on. The young staff that he has seen in the company lack motivation and expect to get the good jobs on entry. He says that they do not always have the support from home and therefore do not see a role model. They hope to pick up work wise and at that time will recruit younger non entry level candidates for the warehouse.

### **Royal Mail**

I spoke to a manager at Royal Mail Wrexham depot. He explained that they have had a big turn over of staff in the last two years, with staff finding other jobs and also in connection with the postal strikes. He said they employ young people with the only stipulation of being they must have a driving licence. This is due to the new work regulations and that most deliveries are now parcels so being able to drive is essential. He has found that the young people they employ are good, but some do find the work hard. He took the QR code for the employer survey.

### **Clothing Retail**

Spoke to two managers. Their recruitment is good at the moment with only one shop floor vacancy. However, at the interview stage they know that they will have a 30% no show to interview. Once employed young people are demonstrating good time keeping and attendance.

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