GLASGOW
CITY
COUNCIL

YOUTH EMPLOYMENT STRATEGY

2023 - 2027



OUR COMMITMENT



'Glasgow City Council is committed to creating an age diverse and inclusive workforce. By embracing the skills, experience and knowledge of different age groups, so that we can bring creativity, innovation and success to the forefront of our organisation.'

Annemarie O'Donnell, Chief Executive

'At present our organisation is under represented by those under the age of 30. Our projected workforce profile, coupled with the strategic aims of our organisation, set within the current challenging skills and labour market has created a business critical need for investment in this approach to youth employment for Glasgow City Council.

Therefore, with considerable consultation from our existing and future young people, I'm delighted to support our new approach.'

Christine Brown, Head of Human Resources

OUR CURRENT WORKFORCE

Youth Recruitment

In 21/22 32% of all new hires were under the age of 30 amounting to a total of 397

Under 30s

Employees under the age of 30 account for 14.3% of the workforce, just over 4000 employees.

22% of employees under 30 are on fixed term contracts.

Early Leavers

81% of under 30s leave the council within their first 3 years of employment.

32% of under 30s leave in their first year, including those on fixed term contracts.

Average Age

The average age of Glasgow City Council's Workforce is 46

45% of our workforce are over the age of 50.

Retirement

The average retiral age is 62

In the next five years nearly 5000 employees will reach retirement age.

OUR PROJECTED WORKFORCE

Our workforce losses are out stripping our intake of young people whether through;

- General workforce attrition tracking at 6.2% for 2021/22 and 6.9% for 2022/23.
- Very high young persons attrition rates,
- Insecure nature of fixed term contracts for youth employment,
- Ageing workforce reaching retirement age or
- Application of robust vacancy management to manage resources.

Our planned primary intake stream for young people under 30 is through our youth employment initiatives. Investing financially and through the strategy in these initiatives will support a stronger outlook for our skills and labour success with succession planning.

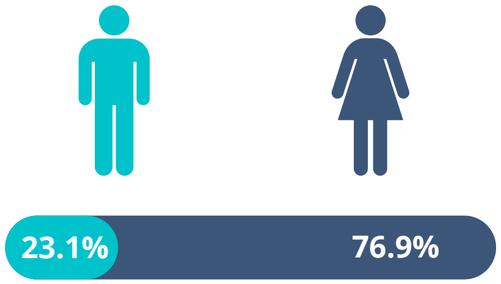
2019	2020	2021	2022
112	21	137	62

Investment in youth employment initiatives continues to decline, any further lack of investment will leave us at risk of not delivering future proofed skilled service delivery.

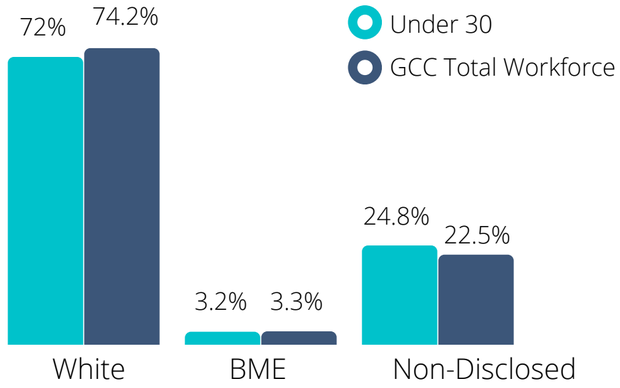
Year	Ave increase of U30's employed	People Reaching Retirement age within 5 years	Potential Deficit
2027	312	4763	-4451

GCC WORKFORCE PROFILE
UNDER 30 at October 2022

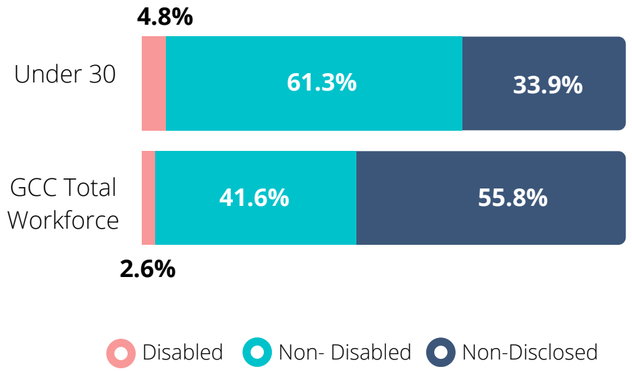
Gender Identity



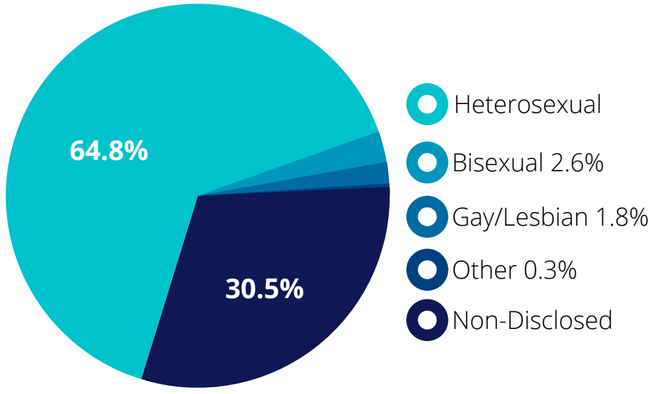
Ethnic Background



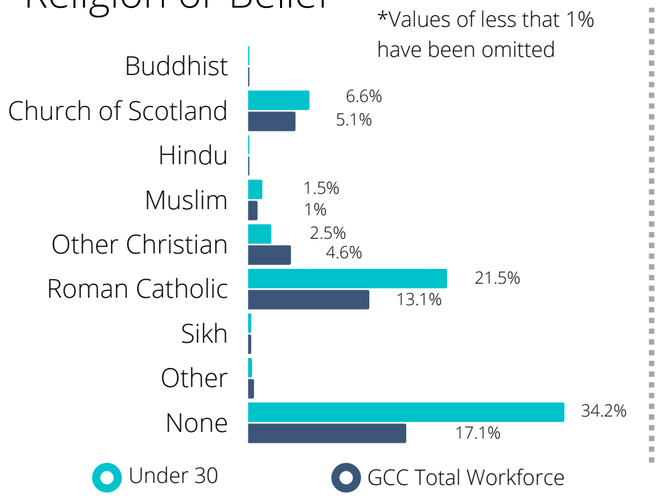
Disability



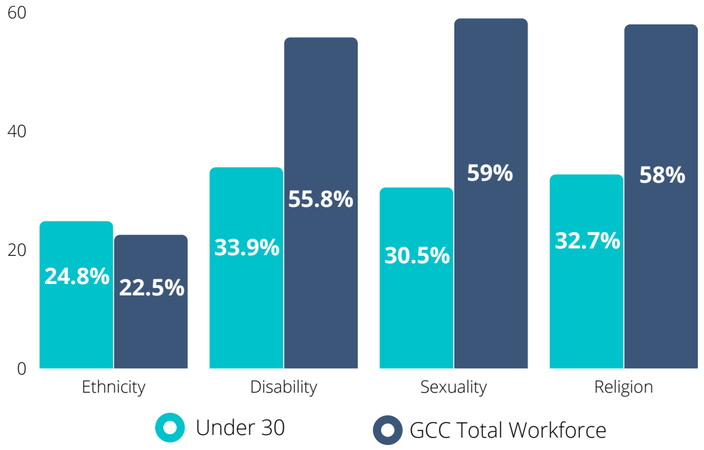
Sexual Orientation



Religion or Belief



Disclosure Rates



ORGANISATIONAL CAREER PATHWAYS

Our organisational pathway supports the workforce development journey from entry to leadership.

Supporting Glasgow to Flourish

Employability Programmes:

Horizons & Modern Apprentices

Igniting Our Service Design

Graduate level Programmes:

Internships, Graduate Apprenticeships, Graduate Development

Skills & Knowledge Building

Core Workforce: Resourcing, Succession & Career Planning

Shaping the Future

Leadership Skills: Developing attitudes and behaviours to lead to Service Success

Supporting Youth Programmes to Positive internal Workforce Destinations

Delivering Resource Planning for service delivery & managing Planned Retirement

BENEFITS OF AN AGE-DIVERSE WORKFORCE

A workforce made up of a range of age demographics creates an environment where each generation brings different skills and talents to the forefront of the organisation.
Other benefits include:

- Increased innovation from education to workplace.
- Future-proofing our organisational workforce.
- Reduced employee turnover through planning.
- Offers a platform to mentoring and learning from different experiences for all.
- A diverse workforce that mirrors our citizens.
- Building our reputation as an employer of choice.



MEETING OUR STRATEGIC AIMS

In line with our Strategic Plan 2022-2027, we have aligned the youth employment strategy to the Four Grand challenges as follows;

1 **Reduce poverty and inequality in our communities**

Invest in youth employability and training opportunities in the council for our citizens to support the reduction of poverty and inequality.

2 **Fight the climate emergency in a just transition to a net zero Glasgow**

Invest in sustainable skills development of our young people to build workforce knowledge & understanding engaging ideas development through our networks.

3 **Increase opportunity and prosperity for all our citizens**

Invest in career development pathways and succession planning for our young people to retain skills and opportunities for the city.

4 **Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities**

Engage young people through our Youth Employment strategy to maximise opportunities for modern innovative service delivery for the future.

YOUTH CONSULTATION

Who did we ask?

We conducted wide consultation with:

1. Our Current Market - comprised internal Modern Apprentices, Graduates and Horizons Employability programme, young people permanently employed and managers who are invested in youth employment.
2. Our Future market - comprised of young people in their final years of education at Hyndland Secondary, Bellahouston Academy, Drumchapel High School and Abercorn Secondary School.

What did we ask?

What are the 5 main things young people look for from an employer?
What rewards & benefits are attractive to young people?
What can we change to become more attractive to young people?
What environment do young people want to work in?
Do young people know what employment options Glasgow City Council offer?

WHAT IS IMPORTANT TO YOUNG PEOPLE?

- Job security
- Wide social interaction
- Learning and development
- Employer paid registrations
- Flexible holiday entitlement
- Flexible and hybrid working
- Clear progression opportunities
- Dress for your day culture
- Equality in the workplace



WHAT TYPE OF ENVIRONMENT DO OUR YOUNG PEOPLE WANT?

Heard & valued

Engaging environment

Good Communication



Respectful

Stability

Empathetic

Progressive

Ambitious

Equal & Diverse

Honest

Flexible

Team spirit

Clear Vision

Supportive

Work Life Balance



OUR VISION

Our vision is to support all young people to unlock their potential and flourish in their career, as our future workforce and leaders. To provide employability opportunities that create positive experiences, lasting relationships, career paths, and continuous development that will shape Glasgow City Council's future as an employer and community provider.

OUR VALUES

In response to the feedback, we received from our young people, we have identified values that this strategy should embrace when making change:

BE.. Bold

Think outside the box and don't be afraid to make new ambitious decisions. Learn from our failures and celebrate our success.

BE.. Fair & Respectful

Embrace diverse ideas and opinions, and acknowledge every persons worth and individuality. Treat everyone with dignity and respect.

BE.. Your Best Self

Strive to be our best selves, for personal and organisational growth. Never stop learning or settle for anything less than deserved.

BE.. The Change

Use enthusiasm, energy and drive to challenge the norm and bring innovation to our daily lives. Work together to unlock potential and watch each other grow.

WHERE DO WE NEED TO TAKE ACTION?

Our Youth Consultation brought into focus these key aspects to achieve our objectives:

1. Recruitment & Attraction

To ensure our recruitment & attraction techniques are age-appropriate, effective and promote our career paths to our future talent partners in education.

2. Digital Engagement

To make sure our workforce remains, efficient, innovative and connected to each other.

3. Culture

To make sure we have an inclusive culture where employees feel appreciated, valued, and supported.

4. Employee Development & Experience

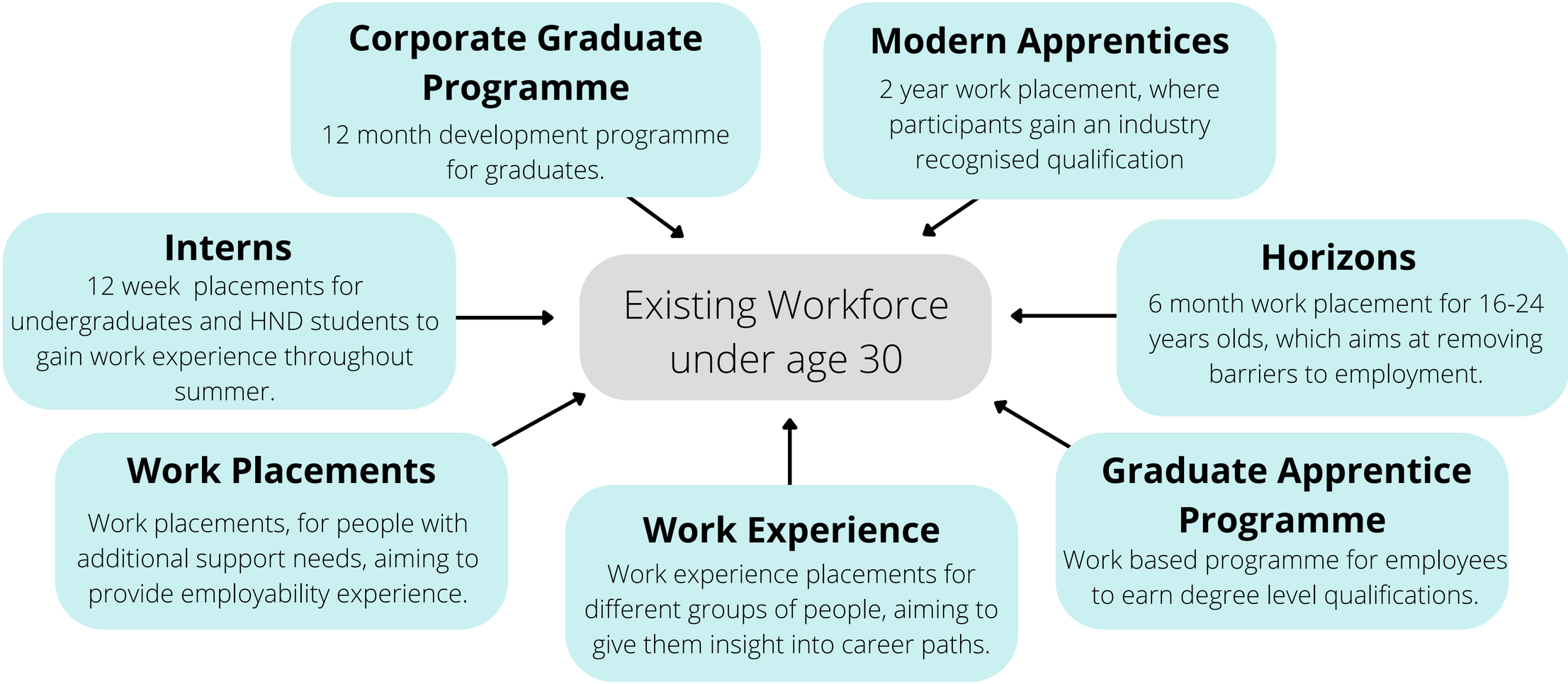
To ensure employees continue to grow and have a range of development opportunities.

5. Management & Team Support

To ensure management have the correct tools to offer support, understanding and opportunities.

GROWING OUR EXISTING WORKFORCE

Through our employability programmes we can take a planned approach to achieving the Councils Strategic grand challenges, removing barriers to employment for young people in the City and building our under 30's workforce;



WHAT DOES SUCCESS LOOK LIKE FOR US?

- An increased number of young persons attracted to Glasgow City Council as an employer.
- An increased number of young people in the workforce.
- A more diverse and inclusive workforce.
- Increased innovation and digital literacy.
- A culture that is supportive and invested in long term career development.
- Reduced future skills and labour shortage.
- Meeting service delivery for Glasgow.







OUR PARTNERS TO SUCCESS

The success of our Youth Strategy will be influenced by our ability to build relationships with internal and external partners. Working with partners to put attraction and recruitment programs in place will grow our reputation as employers.

Department for Work & Pensions

#Towards Better FUTURES

ChoiceWorks
RELEASE YOUR POTENTIAL

Skills Development Scotland

GLASGOW GUARANTEE

Glasgow CITY COUNCIL

University of Strathclyde Glasgow

UNIVERSITY OF THE WEST of SCOTLAND
UWS

Glasgowlife™

myjob scotland

Young Person's Guarantee

GCU Glasgow Caledonian University

CITY OF GLASGOW COLLEGE

DYW
Developing the Young Workforce

MCR PATHWAYS

Jobs & Business Glasgow

MEASURING SUCCESS

Measuring the impact of the changes made through this strategy will be key to the continuation and success of our objectives. We will monitor data regularly through:

- Achievement of Strategic Plan 2022-2027
- Internal workforce data
- Employee feedback
- Glasgow City Council brand awareness



Contact Us

corporatehr@glasgow.gov.uk

Corporate HR 2023. V.1

