Item 1

21st September 2023

Glasgow City Council

Wellbeing, Equalities, Communities, Culture and Engagement City Policy Committee

Report by Christine Brown, Head of Human Resources

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GLASGOW CITY COUNCIL YOUTH EMPLOYMENT STRATEGY 2023 – 2027

Purpose of Report:

To gain committee support on the proposed strategy for attracting, developing and retaining young people in our organisation to meet our future workforce planning service delivery needs.

Recommendations:

It is recommended that the committee;

(1) Note the contents of this report; and

(2) Support the proposed Youth Employment Strategy 2023-2027 and request to seek funding.

Ward No(s): Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

1. Background

1.1. In 2023, the Chief Executive approved the creation of a Youth Employment Strategy to support the development of a sustainable workforce plan that helps to protect future service delivery.

1.2. Current challenges exist in the recruitment market that are impacting on our immediate ability to fill posts, resulting in a shortage of available labour and skills, creating a job seekers market.

1.3. Whilst we are taking a varied and multi stranded approach to these challenges, one area that has been identified as requiring a specific focus and intervention is better understanding and meeting the needs of our younger workforce, described in our strategy as those under 30 years old, for the purposes of attraction and retention.

2. Workforce planning

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

2.1.1. General workforce attrition tracking at 6.2% for 2021/22, and 6.9% for 2022/23.

2.1.2. Application of robust vacancy management to manage resources in line with budgets, focusing on redeployment of existing internal resources.

2.1.3. The average retirement age in the council workforce is 62 years old. In the 5 years leading up to 2027, nearly 5000 employees will reach this average retirement age and may be planning their retirement.

2.1.4. We also know that 32% of those aged under 30 leave the organisation in the first year of employment. Of those remaining, 82% leave within 3 years, however this could be impacted by the temporary nature of 22% of contracts.

2.1.5. Investment in some youth employment initiatives has declined in recent years and a more secure plan requires to be designed.

2.2. Our planned intake stream for young people under 30 is through our youth employment initiatives. Investing financially through the term of the strategy will support a stronger outlook for our skills and workforce planning success.

3. Organisational Career Pathway

3.1. Our organisational career pathway was designed to create a whole workforce view of our talent pipeline. This provides visibility of the opportunities that can be found working for Glasgow, and the pathways in place to support development.

3.2. It also recognises and aligns to our current approach to sustainable employment opportunities, ensuring we can continue to find career pathways for employees, affected by service reform.



4. Research & Consultation

To ensure our strategy meets the needs of young people we conducted wide research, benchmarking and consultation with young people and other interested employees as follows;

4.1. We reviewed the Skilled Workforce delivery plans from Scotland's National Strategy for economic transformation 2022 to ensure it aligned with our approach.

4.2. Worked with Skills Development Scotland (SDS) to benchmark strategic youth employment approaches across public and private organisations.

4.3. Also worked with SDS in understanding how organisations use Youth Boards to listen, engage and act on the needs of younger employees in the workplace.

4.4. We put out a council wide call and conducted focus groups with employees from across Services who had an interest in the development of this work for young people.

4.5. We met with the young people employed in the council's employment initiatives to capture their direct views of being engaged in our initiatives.

4.6. We also met with Pupil's from across Glasgow city council schools, recognised as our work force of the future to better understand their specific motivational drivers in choosing employment.

4.7. Through the City region we are actively participating in benchmarking solutions to skills shortages and the opportunities in youth employment across local authorities. Exploring where there is best practice in approach for supporting youth employment talent pathways and economies of scale in working together, sharing learning or approach.

4.8. Engagement with the Service HR community through the Workforce Resourcing group and specific engagement workshops, provides the mechanisms for creating the financial investment pathways to create supply for workforce planning needs from youth employment in the future.

5. Strategy Aims

From this research we developed the following aims of the strategy, to support the recruitment, retention and development of our youth employment strands for workforce planning success;

5.1. **Recruitment & Attraction** – we will work to develop our value proposition as an employer and its specific elements that are attractive to young people. There are many aspects of working in local authority that can be attractive including the stability of work, values-based work, skills development and health and wellbeing support. Benefits like pension, were noted to be not as important to young people, so it's critical that we communicate our value externally and build a reputation as an employer of choice.

5.2. We will work with our partners at Cosla and find innovative channels to engage young people in our opportunities through digital recruitment with myjobscotland and with our internal PR & Marketing teams to build the way our employment reputation is marketed externally to Glasgow citizens.

5.3. Our Developing the Young Workforce (DYW), Towards Better Futures (TBF) teams are also our highly skilled partners in this aim and they continue to support us find ways to better reach school leavers and develop recruitment processes and career pathways that engage young people.

5.4. **Culture** – developing a Youth Board with guidance from (SDS) and a young person's network are important aspects of recognising young people's cultural and social needs in the workplace. Allowing forums for listening, service delivery ideas, development, learning, networking, wellbeing and social inclusion.

5.5. Workplace policies are also important for young people relating to work life balance and the work experience. Young people are also attracted to diverse workplaces and encouraging involvement with our wider inclusion networks is an important aspect of our employees experience.

5.6. **Employee Experience & Development** – Young people need access to the best experiences we can offer as an organisation no matter where they work, we will ensure we learn from their feedback and deliver the best supports.

5.7. It has become increasingly important to ensure we have ways to support our young people through any socio-economic challenges that can affect their everyday experiences of coming to work, we must be conscious of their health and wellbeing needs and be available to respond in support to their costs of living challenges.

5.8. Research recognised the benefits for the recruitment and attraction of young people by creating clear and transparent career pathways with end of programme employment opportunities and positive economic destinations. A planned approach to workforce planning will support internal retention.

5.9. **Management & Team support** – Requirements for all young people to receive career conversations with their managers, supported with personal development plans aligned to our succession planning principles, this includes widening the delivery of our already successful mentoring programme and developing a coaching ethos approach for their growth.

5.10. Engage young people in reciprocal mentoring to support inclusion and train managers and employees in our equality, diversity and inclusion agenda, supporting generational inclusivity and learning.

5.11. **Digital Engagement** – Through reciprocal mentoring our young employees can support digital upskilling and knowledge building within our less digitally enabled workers, there would also be advantages mirroring this approach for Organisational learning on our sustainability agenda for our road to net zero.

5.12. Research from young people highlighted a need for a digitally engaged workplace. This included more digital work tools through the implementation of M365 as well as social media communication and engagement methods that are seen as standard in other organisation's, which young people expect to have full access to and work with for productivity and social gains.

6. Youth Employment initiatives

The Corporate HR team support services by leading on the delivery of the strategy for the council, supporting services with the employment and development of young people to meet our workforce planning needs as follows;

6.1. **Talent sourcing** – reaching into our Glasgow city schools, community networks and working with Gateway providers, we will find the external talent that would benefit most economically from our available employment opportunities as a result of existing under or unemployment.

6.2. **Work experience** – engaging with our towards a better future team, we will develop a standardised work experience programme that services can offer to schools, attracting interest in the work of the council to inform future career decisions.

6.3. **Modern apprenticeships** – funded through economic development and SDS, we will review the scope of the modern apprentice offer to support and bridge the skills gap within our organisation and contribute to the review of rates of pay aligned to our career pathway.

6.4. **Horizon's** – Through economic development funding, we will continue to work with the assigned Gateway provider to deliver work and training placement opportunities to unemployed Glasgow citizens, engaging them in work and skills training in the council, working to find them positive destinations in our workforce.

6.5. **Internships** – our established programme will continue to deliver positive paid work opportunities through service budgets, from which we will keep our placements engaged in our future work opportunities creating a talent pool.

6.6. **Graduate development** – our highly successful graduate development programme currently offers one year placement opportunities to graduates

who are underemployed, unemployed or facing redundancy. Funded by 50% corporately by economic development and 50% through service budget investment. The placements are supported through a corporate framework allowing for the development of critical work-based skills and the application of their learning into the organisation, from which we work to find positive employment destinations in our workforce.

6.7. **Professional graduates** – service led recruitment, normally supports professional graduates to complete work-based years of their degree programme. Including this group of graduates into the scope of the strategy, ensuring will ensure they gain all the framework supports given to the other graduate strands, to support their success.

6.8. **Graduate apprenticeships** – funded through our contribution to the Scottish Governments Apprenticeship Levy, existing or recruited employees can engage in a supported work-based degree, building their skills and learning whilst also applying that back into our organisation. We will build on our promotion of these opportunities and engagement with universities for more funded places that can support career development, aligning their learning to the other planned graduate programmes.

6.9. **Talent planning** - Creating focused, corporate career support activity at the end of our young people's placements, ensuring we don't lose the investment to external employers, by directing them towards the right critical business positions through our internal talent market. This includes alumni groups through our existing commitments.

6.10. **Core workforce –** Employees under 30, who are in our core workforce are also in scope for our strategy aims.

7. Finance and Delivery requirements

7.1. Annual funding streams are required to deliver this work in line with our three - year plan to ensure delivery of outcomes.

7.2. Longer term funding will aid longer term workforce planning needs for skills delivery success.

7.3. Planned council investment will support the actions laid out in the strategy, to meet and support the council's political commitments to 'Increase opportunity and prosperity for all our citizens' as one of the city's largest employers.

7.4. Investment is critical across three strands: planned placement opportunities that meets future organisational workforce planning needs across a 3-year plan, a training and skills development budget and finally investment in appropriate delivery resource, that together can future proof services workforce skills requirements.

7.5. A robust financing model that challenges short term thinking is required. We will explore the available funding opportunities through our partners in economic development, who deliver this work for the city and corporate finance and services, to deliver change. Immediate support for financing resources within the HR community to support implementation of the strategy will be pursued

7.6. We will report on progress through CMT and WECCE & GPCPC on the attached Glasgow City Council Youth Employment strategy (appendix 1).

8. **Policy and Resource Implications**

Resource Implications:

Financial:	Financial investment is required to deliver the strategy as outlined.
Legal:	N/A
Personnel:	This is a council workforce planning initiative, that services can commission with investment, although a core programme team requires financial support, exclusive of placements sought.
Procurement:	N/A
Council Strategic Plan:	As laid out in the strategy, this meets all four grand challenges of the Councils strategic plan 2022-2027, in particular to 'Increase opportunity and prosperity for all our citizens'.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.	Yes
What are the potential equality impacts as a result of this report?	Positive impact to reduce socio-economic inequality and create a more diverse workforce.
Please highlight if the policy/proposal will help address socio-economic disadvantage.	The strategy and the delivery of its aims directly support both organisational service delivery and the socio-economic aims of the city through employment of and career development opportunities for young people.

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:	Yes

What are the potential climate impacts as a result of this proposal?	N/A
Will the proposal contribute to Glasgow's net zero carbon target?	Through theme Three: a well-connected and thriving city and Theme Four: Health and Wellbeing.

Privacy and Data Protection Impacts:

Are there any potential data protection impacts as a result of this report Y/N	No
If Yes, please confirm that a Data Protection Impact Assessment (DPIA) has been carried out	N/A

10 Recommendations

It is recommended that the committee;

(1) Note the contents of this report; and

(2) Support the proposed Youth Employment Strategy and request to seek funding.