

ITEM No ...7.....

REPORT TO: POLICY AND RESOURCES COMMITTEE- 24 APRIL 2017

REPORT ON: DEVELOPING DUNDEE'S YOUNG WORKFORCE

REPORT BY: A JOINT REPORT BY EXECUTIVE DIRECTORS OF CITY DEVELOPMENT AND CORPORATE SERVICES

REPORT NO: 161- 2017

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to propose the development of a new initiative in Dundee City Council to increase the number of employment and training opportunities for young people in our workforce.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee:-

- Notes the progress to date in relation to developing employment and training opportunities for young people within the Council.
- Continues to endorse the case for developing a proactive culture towards supporting more young people in the workforce.
- Supports the proposal to implement a new initiative to substantially enhance the number of opportunities and take forward key strategic priorities in Dundee Partnership's Local Outcome Improvement Plan and the Tay Cities Deal.

3.0 FINANCIAL IMPLICATIONS

3.1 The wider costs of employing young people are met through a 'workforce planning' approach from existing Service budgets linked to staff vacancies. Through Skills Development Scotland (SDS) and their contracted training providers, the Council can also access a contribution towards the cost of various strands of funding and training.

3.2 The Apprenticeship Levy comes into effect in 2017. The Scottish Government has stated that it will use levy funding to further support skills, training and employment in Scotland, including a commitment to expand Modern Apprenticeship Programmes and increase the number of Graduate Level and Foundation Apprenticeships during 2017-18. In autumn 2017, the Scottish Government will also establish a new £10 million Workforce Development Fund to help employers upskill and reskill their workforce.

3.3 The Council have allocated funding of £250K from its 2017/18 budget to support job creation and new approaches to developing skills and employment opportunities, especially for our most vulnerable young people. This money will directly resource and/or match fund the creation of a further 50 opportunities for young people in Dundee City Council and the wider Dundee Partnership over the next two years.

3.4 The Tay Cities Deal proposal seeks additional financial support from both the UK and Scottish Governments over the next 10 years to co-finance the investment proposed by the four local authorities in Tayside and Fife, universities, colleges, the private sector, other public sector partners and the voluntary sector that will assist in bringing forward 'Fair Economic Growth' in the Tayside area. Over 50 projects and initiatives are included in the proposal and these touch all parts of the regional area and involve a wide range of partners and sectors, (Article XI of meeting of this Committee of 13th February, 2017, Report no 45 -2017,refers). Many of the projects will offer significant opportunities for developing the young workforce in Dundee and across the City region. The new initiative will be closely aligned to these projects.

4.0 MAIN TEXT

- 4.1 Developing the Young Workforce is the national Youth Employment Strategy and set an ambitious target in 2014 to reduce youth unemployment in Scotland by 40 per cent by 2021. To support this ambitious target, a number of approaches, both in the Council and with our Partners, have been established. As one of the City's largest employers, Dundee City Council offers a wide range of opportunities for young people and there are some areas of exceptional work and good practice in providing work placements, apprenticeships and employment for young people. Currently, we have 75 young people undertaking Modern Apprenticeships, with 42 young people who started working and training with the council now in permanent employment. We provide a comprehensive work placement programme for S3 pupils, a number of graduate/ intern programmes and have a new graduate programme about to start. We have also embedded a Community Benefits Procurement approach to support the development of employability opportunities for young people in our contracts with external providers and employers.
- 4.2 There are also excellent examples where the City Council has worked closely with local businesses in schools to create work placements and employability projects for school pupils. A number of primary schools have now participated in an enterprise project supported by local business mentors. This involved developing and implementing business plans and raising funds for their businesses and charities. So far in 2017, one hundred and eleven children have taken on the roles and responsibilities typical of any commercial organisation. A joint Waterfront project was developed in collaboration with the University of Dundee's Schools of Medicine and town planning, four secondary schools and City Development. This involved 25 students and 41 pupils from S2. There are many more projects happening between schools and local employers e.g. site visits, placements, mentoring, the development of academies that can be built on in coming months and years.
- 4.3 There is a need however to significantly improve outcomes for our most disadvantaged young people who are furthest from the workplace. Our Opportunities for All programme is providing support to 210 young people per year and moving 75% on to positive destinations. However the outcomes for young people who have experienced care settings can be significantly poorer and requires considerable efforts by all partners to close this gap. This new initiative will also support employers to provide work experience placements and job outcomes for care leavers.
- 4.4 In late 2016 two one-day events brought together people involved in the delivery and use of employment services for young people to discover how employment services are experienced by the under 25s in the city and explore how services can develop in the future. This was facilitated by the Dundee innovation agency- '*Open Change*' and Council staff using design methods. A report was published in December 2016, (link in background papers section below). Young people and employers identified the following themes and ideas to improve employability for young people:
- Vocational Academies
 - Young Ambassadors
 - Peer Support opportunities - Friday Get Together for Apprentices
 - Two-Way Mentoring
 - The Young People's Panel
 - Recruitment and Selection
 - Support in Employment
 - Transition from School to Employment

These themes will inform the work of the new initiative.

5.0 IMPLEMENTATION

- 5.1 In order to significantly increase the number of young people in our workforce, it is proposed to develop a new and distinct approach to our services to ensure a more focussed and co-ordinated response. It is our intention to bring together key groups of staff, who are already experienced in working with young people to support their employability skills. These staff have

key relationships with schools, colleges and local employers and will provide support to expand Modern Apprenticeship and Graduate opportunities and administer the school work programme. In addition to this core team, more formal links will be agreed with Human Resources and Business Support, Social Work Children's and Community Justice Services and the Health and Social Care Partnership. The staff will be located in Corporate Services.

The intention is to have a detailed plan with timescales in place and responsibilities agreed, focussing on targets and outcomes for moving more young people into employment in the City.

- 5.2 The staff will work very closely with Council Services and our partners to ensure that every opportunity is explored to identify a variety of work placements. To do this we, will also put in place a new placement system (in line with the new standards for schools) to collect all the employment placement activity. This is an excellent opportunity to demonstrate the range and breadth of opportunities that will be available to young people in the City and across the City Region.
- 5.3 In the immediate future, we will recruit to a new graduate training programme in spring/summer 2017 and deliver a new shared apprenticeship and graduate programme with Leisure and Culture Dundee. This model will be replicated across the public, third and business sector in Dundee and across Tayside. We have had recent engagement events with major employers in the City and a commitment from 30 top employers to follow through with further discussions to improve employment opportunities for people in Dundee. Discussions are also underway with our Community Planning Partners about the role that they can play in Employability.

5.4 **CASES STUDY**

- 5.5 There has been recent success regarding the implementation of a partnership approach with Construction companies KILMAC and ADVANCE, Robertson's and others in Construction to support young people who have been through the Youth Justice system and or from disadvantaged backgrounds. There were 6 young people involved in this programme and with the right support and intensive training they are all now in permanent employment, working in construction and earning salaries above the living wage. One of the most exciting elements of this programme is that it has become a preferred recruitment model for both and Kilmac and Advance. Both Kilmac and Advance have enough confidence in the programme that they approached Dundee City Council to run another programme for 12 young people. This second programme will target young people who have had contact with the youth justice system and also those who have experienced the care system and will commence in spring 2017.
- 5.6 The project has been showcased to the Minister for Employability and Training at a national event with Scottish Government colleagues and was promoted as a best practice model that we should be using to develop relationships with other private sector employers. We will continue to explore this model further in 2017/18.

6.0 **GOVERNANCE**

- 6.1. Overall Governance, performance and strategic issues for this initiative will be reported through Dundee Partnership's Local Outcome Improvement Plan priorities which are, Work and Enterprise, Children and Families, Health Care and Well-being and Community Safety and Justice. Specifically the reporting will be through the themed groups of Work & Enterprise and Children & Young People. Actions relating to Developing the Young Workforce are contained within both of these themed Group action plans.
- 6.2 It will contribute to Dundee Partnership's priorities of Prevention & Inequalities through improving transition support from school for the most vulnerable young people and developing a number of routes into work experience and employment. The service will also provide structured and supportive work based learning to support young people to maintain work placements and employment.
- 6.3 There will also be clear strategic links to The Tayside Plan for Children, Young People & Families 2017-2020 which is the first joint plan to be produced by 3 Community Planning areas developed by the 3 Councils (Angus, Dundee and Perth & Kinross), NHS Tayside, Police

Scotland, Health and Social Care Partnerships, the Third Sector and other organisations. Employability is a key priority in this plan.

- 6.4 To ensure we are linked to regional developments, we have representation on the Developing the Young Workforce Regional Board and have developed strong working relationships with their team. This has strengthened our links with major employers and provided a strong foundation for joining public and private sector initiatives to ensure best value and positive outcomes for young people.

7.0 CONCLUSION

There are a number of positive examples of Council staff supporting young people into training and work and helping them to sustain these opportunities. However in order to significantly ramp up this activity and improve on our current level the workforce aged under 25, we need to ensure a co-ordinated approach with clear targets and responsibilities.

Establishing a new approach to engage with young people and Council staff about their employment needs, develop solutions to mitigate against competing service and support demands and developing clear routes into sustainable work opportunities will ensure Dundee will have a skilled and competent workforce for the future.

8.0 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality and Impact Assessment and Risk Management. There are no issues in this regard to report on.

There are no major issues.

9.0 CONSULTATION

The Council Management team were consulted in the preparation of this report.

10.0 BACKGROUND PAPERS

Dundee City Council, Developing the Young Workforce
<http://www.dundee.gov.uk/sites/default/files/publications/youngworkforce.pdf>

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