

ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance
DATE	26 June 2023
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Developing the Young Workforce Apprenticeship / Internship Update
REPORT NUMBER	CUS/23/153
DIRECTOR	Andy MacDonald
CHIEF OFFICER	Isla Newcombe
REPORT AUTHOR	Lesley Strachan / Alison Paterson
TERMS OF REFERENCE	2.2

1. PURPOSE OF REPORT

- 1.1 This report follows on from a report to Staff Governance Committee in November 2022 (CUS/22/236), which provided a detailed picture of all the work undertaken to support our commitments as an employer under the Young Persons Guarantee.
- 1.2 The Chief Officer – People & Organisational Development was instructed to bring regular progress reports as part of the implementation of the Workforce Delivery Plan approved at Staff Governance Committee in January 2023.
- 1.3 Accordingly, this report provides an update to Committee on the progress of three particular strands of activity relating to developing our young workforce. These are:
- Our Apprenticeship programme
 - Internships for Care Experienced Young People
 - ABZ Campus – Employability Pathway Programme

2. RECOMMENDATION

That the Committee:-

- 2.1 notes progress of the continuing work to develop our young workforce, to do this in line with our LOIP commitments, and to shape our workforce for the future.

3. CURRENT SITUATION

3.1 Strategic Context

- 3.1.1 Our Workforce Delivery Plan, relating to the workforce strategy included as part of the TOM 1.2 was approved at Staff Governance Committee in January 2023. The plan includes developing our young workforce (DYW) in order to meet our current and future organisational challenges, including our demographic

challenges.

- 3.1.2 Our Developing the Young Workforce approaches include involvement in employability programmes to support delivery of the Local Outcome Improvement Plan (LOIP) in terms of increasing the number of young people achieving positive destinations, as well as elements of the Socio-Economic Rescue Plan by providing supported work placements, with built-in employability support to young people who are at risk of long-term unemployment. As a direct result of participating in internships, young people gain valuable work experience (in many cases resulting in continued employment with the Council), a reference, and in some cases, a qualification. Employability is a theme which runs strongly throughout the LOIP, with employment, training, and achievement of qualifications all being desired outcomes.
- 3.1.3 Care Experienced Young People are identified as a key group in the LOIP and are the focus of a successful Aberdeen Prospers improvement project which aimed to support 15 care experienced young people into employment through public sector funded employability programmes.
- 3.1.4 ABZWorks is City Growth's employability service, which works across the Council and with partner agencies to support a wide variety of people into a positive destination. Care experienced young people are a priority group for this support, and are identified as such in the Local Employability Partnership Delivery Plan.

3.2 Apprenticeship Update

- 3.2.1 Modern Apprenticeships (MAs) offer young people aged 16-24 an opportunity to undertake an apprenticeship which combines learning with on-the-job experience, whilst earning a salary. Graduate Apprenticeships (GAs) offer individuals of any age, the opportunity to undertake an undergraduate degree whilst retaining their existing employment.
- 3.2.2 We continue to develop and expand our Modern Apprenticeship and Graduate Apprenticeship offering. In the last 12 months we have introduced Modern Apprenticeships in two additional areas where we have workforce capacity issues. These are Pensions and Building Standards.
- 3.2.3 The Pensions team have just recruited 2 Modern Apprentices who will be undertaking the Business Administration Framework. This is the first time the team have considered Modern Apprenticeships as a resourcing solution and they are very much looking forward to bringing young people into the team to support their succession planning.
- 3.2.4 During 2020/2021 the Scottish Government along with Local Authority Building Standards Scotland developed a workforce strategy to address national issues in attracting, recruiting and retaining staff within Building Standards, in particular the younger demographic, to support succession planning. One key element of this has been the development of an apprenticeship route. In August 2022, a pilot of a new Modern Apprenticeship was introduced, and we participated in

this pilot recruiting a Modern Apprenticeship to our Building Standards team in September 2022 for a 2-year apprenticeship. The team is very supportive of this new Modern Apprenticeship and aims to support future cohorts.

- 3.2.5 In terms of Graduate Apprenticeships (GAs), we continue to offer these to our existing staff (not restricted to the age 16-24 category) as a development and succession planning offering, whereby employees have an opportunity to undertake an undergraduate degree whilst working. The cost of the degree programme is funded by Skills Development Scotland through the apprenticeship levy.
- 3.2.6 Since we started offering Graduate Apprenticeships in 2018, 29 employees have taken up the opportunity to undertake these apprenticeships. Of this, 3 have completed a 4-year undergraduate degree programme with a further 26 working their way through degree programmes currently. In addition, one of our Graduate Apprenticeship graduates has also gone on to undertake a further post graduate Graduate Apprenticeship, MSc in Cyber Security and is due to graduate this year. These are in a range of subjects as follows:
- Business Management
 - Construction and the Built Environment
 - Data Science
 - Accountancy
 - Software Development
 - Civil Engineering.
- 3.2.7 Our learning partner for our Graduate Apprenticeship programme is the Robert Gordon University (RGU) for all courses with the exception of Civil Engineering, which is the University of Dundee. RGU have just announced some new Graduate Apprenticeship frameworks in Surveying, which is an area in which we are finding significant challenges in recruiting staff, so we are exploring this with RGU currently, with a view to offering Traineeships.

3.3 **Internships for Care Experienced Young People**

- 3.3.1 Following the success of the Kickstart Internship Scheme, reported to Staff Governance Committee in November 2022, where the Council employed 83 young people aged 16-24 on 6-month Internships, The Talent Team within People & Organisational Development continue to work together with the Employability Team within City Growth, to create job and career opportunities for our young people, targeted at our hard to fill vacancies across the Council.
- 3.3.2. We have just developed paid internships for Care Experienced Young People as part of our commitment as Corporate Parents and in the Local Outcome Improvement Plan where one of our aims is to sustain positive destinations on leaving school for children in our priority localities, and another is to support care experienced young people into paid employment through public-sector funded employability programmes.
- 3.3.3 City Growth have secured funding for this pilot project and the Internships are fully funded at Grade G4, Living Wage. The Internships are 12 weeks in

duration, with the number of hours per week increasing incrementally throughout the period to ease the young people into work, depending on their needs.

- 3.3.4 The team have worked with the Youth Team in Children's Social Work to identify care experienced or looked after young people who they are supporting, who they believe would benefit from this opportunity.
- 3.3.5 In addition to the normal line management support, Interns will be registered on employability programmes and have a dedicated employability keyworker, and we will allocate a mentor/buddy, which will be a young employee who is either a current or recent Apprentice / Intern, where possible.
- 3.3.6 In accordance with our commitments to care experienced young people, they will be eligible for a guaranteed interview for any vacancies / apprenticeship opportunities within the Council at the end of their internship. We will also provide them with support in cv/application writing and interview skills to prepare them for recruitment and selection processes.
- 3.3.7 23 young people expressed an interest in the Internship programme and have been matched with a job area that they wish to be considered for. Supported selection processes have been developed, as many of these young people have never applied for jobs or attended interviews before. We are working together to ensure that the young people can access their interview information by email, to get to their interview location and can be accompanied by their Social Worker, if they so wish. In addition the interview format is very informal to get the most out of them. Following interview, the young people are being supported to complete the necessary preferred candidate check documentation, such as evidencing their right to work in the UK and even support setting up bank accounts.
- 3.3.8 Whilst selection processes are ongoing, at the time of writing this report, 13 young people have been successful in securing an internship and have either commenced work or are awaiting a start date. As their internships progress, they will have the opportunity to attend cv/application and interview skills workshops to help them secure employment at the end of their internships.
- 3.3.9 Any young person put forward for an internship who is not successful in immediately securing a placement, or who is not yet ready for it, will receive ongoing employability support to prepare them for a future opportunity.
- 3.3.10 It is our intention to hold a celebration event for the Interns on completion of their internship as we did for the Kickstart scheme.

3.4 **ABZ Campus – Employability Pathway Programme**

- 3.4.1 This programme will be introduced as a pilot programme in academic session 2023/24, starting in early June 2023, to a small number of pupils (approximately 15) in S4 at 3 academies within the city. It presents a new and unique opportunity to provide a vocational work experience option to students who may

otherwise have made the decision to leave school, with limited qualifications or positive destination.

- 3.4.2 The course provides an opportunity for young people to identify and develop the key skills required for employment, and to develop their confidence and readiness for joining the workplace, as well as gaining a recognised qualification at the end of the course.
- 3.4.3 Through the course, learners will undertake a range of key skills workshops to prepare them for work and to gain an insight into the different types of jobs and career pathways available at Aberdeen City Council. They will then be matched to a particular job area within the Council according to their skills and area of interest and will undertake a supported work placement.
- 3.4.4 Throughout the course, learners will receive support from a mentor and a keyworker who will provide them with support to get the most out of the course and throughout their work placements.
- 3.4.5 On completion of the programme, students will receive a completion certificate, including Scottish Qualification Authority (SQA) employability qualifications. They will also be eligible for a guaranteed interview for any ACC apprenticeship roles / entry level roles, as well as a reference from their placement Manager / Mentor and ongoing support from their Key Worker.
- 3.4.6 The work experience placement options identified as part of the programme are aligned to our hard to fill vacancy areas including Early Years, Adult Social Care and Roads. We will also provide a focus on occupational segregation highlighting some case study examples where this has been successful, such as male employees within Early Years as well as female employees within Operations roles.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from the recommendations of this report.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report.

6. ENVIRONMENTAL IMPLICATIONS

- 6.1 There are no direct environmental implications arising from the recommendations of this report.

7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H) *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
Strategic Risk	No significant risks identified	None	L	Yes
Compliance	No significant risks identified	None	L	Yes
Operational	No significant risks identified	None	L	Yes
Financial	No significant risks identified	None	L	Yes
Reputational	No significant risks identified	None	L	Yes
Environment / Climate	No significant risks identified	None	L	Yes

8. OUTCOMES

<u>COUNCIL DELIVERY PLAN 2023-2024</u>	
Aberdeen City Council Policy Statement <u>Working in Partnership for Aberdeen</u>	<p style="text-align: center;">Impact of Report</p> <p>The proposals within this report support the delivery of the following aspects of the policy statement:-</p> <p>Caring for Young People:</p> <ul style="list-style-type: none"> Ensure the Council follows best practice as a corporate parent to get the best outcomes for looked after young people, those in kinship care, and those with additional support needs such as autism, developmental disorders, or mental health problems. <p>A City of Opportunity:</p> <ul style="list-style-type: none"> Promote the number of apprenticeships available through the Council;

	<ul style="list-style-type: none"> Work with the city's universities, North East Scotland College, and businesses to increase educational and training options and the number of care experienced young people and young people from deprived communities going onto positive destinations, including further and higher education, vocational training, and apprenticeships. <p>A Prosperous City:</p> <ul style="list-style-type: none"> Develop our economy in a genuine partnership with the private sector, and third sector. <p>Valuing Our Staff</p> <ul style="list-style-type: none"> Recognise that the Council depends upon its staff to deliver the services it provides and believe the Council must properly reward, train, and support its staff; Engage regularly with staff and trade union representatives
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[Aberdeen City Local Outcome Improvement Plan 2016-26](#)

Prosperous People Stretch Outcomes	<p>The proposals within this report support the delivery of Economy stretch outcomes 1. No one will suffer due to poverty by 2026; 2. 400 unemployed Aberdeen residents into Fair Work by 2026, and 3. 500 Aberdeen City residents upskilled / reskilled to enable them to move into, within, and between economic opportunities as they arise by 2026.</p> <p>People Stretch Outcome 7: Page 22 • 95% of all our children, including those living in our priority neighbourhoods, will sustain a positive destination upon leaving school by 2026.</p> <p>The key drivers for this outcome are: 7.1 Improving pathways to education, employment and training for all our children.</p>
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9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	Full impact assessment not required
Data Protection Impact Assessment	Not required
Other	n/a

10. BACKGROUND PAPERS

- 10.1 Staff Governance Committee Report, CUS/22/236 Developing the Young Workforce and Employability Programmes Update, November 2022 [Agenda for Staff Governance Committee on Monday, 21st November, 2022, 10.00 am ABERDEEN CITY COUNCIL](#)

11. APPENDICES

- 11.1 None

12. REPORT AUTHOR CONTACT DETAILS

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