

support for councils on internal workforce issues

April 2009 to March 2010



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The Local Government Workforce Strategy encourages authorities to identify their critical internal workforce issues and to put effective programmes of action in place to address them. This guide outlines the support provided by the LGA Group to help authorities do this.

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introduction

The LGA Group's shared ambition is to make an outstanding contribution to the success of local government. We support the development of effective organisations where skilled and productive people want to work – now and in the future.

We help councils to:

- anticipate and tackle future workforce challenges
- build workforce support for new ways of working
- develop visionary and ambitious political and managerial leaders
- create a skilled, motivated, sustainable and innovative workforce
- attract and retain a talented and diverse workforce to meet changing needs
- achieve affordable increases in the pay bill
- offer reward packages that foster modern ways of working.

Central to this work is the Local Government Workforce Strategy 2007, 'The place to be, the place to work', led by the LGA's Human Resources Panel and supported by the IDeA and LGE. The 2007 strategy builds on previous workforce strategies and acts as a catalyst for change. It aims to address the critical shared internal workforce issues and to support councils in achieving the skilled and motivated workforce needed to deliver excellent and efficient, citizen centred services.

Every council and region is in a different position in relation to workforce challenges, so needs to decide their own particular priorities for action, within the national context.

The LGA Group have developed a series of programmes to support the implementation of the strategy and workforce improvement more generally.

This leaflet provides an overview of the support that is available to councils.

www.idea.gov.uk/workforcestrategy

The Local Government Association (LGA) is the national voice for local authorities and works alongside a range of partner organisations to promote better local government. The LGA Group comprises the LGA, 4ps, IDeA, LACORS, LGE, and the Leadership Centre. Working together to support, promote and improve local government.

sector support for workforce matters

local government workforce strategy

The LGA, IDeA and LGE work together to implement and develop the Local Government Workforce Strategy. The strategy aims to support authorities in addressing their workforce challenges.

This includes:

- identifying potential future workforce issues and taking action to address them
- working with other national players to join up workforce initiatives
- developing and implementing an annual national action plan.

The 2007 strategy will be reviewed during 2009 and updated by March 2010.

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www.idea.gov.uk/workforcestategy

the workforce improvement challenge

The Workforce Improvement Challenge (WIC) is a new performance assessment framework designed to help councils to take a comprehensive approach to their current and future workforce issues.

The WIC provides a peer challenge against the framework and then supports councils in planning how they can build on their strengths and address their challenges.

It is also proposed that, together with Investors in People (IiP) UK, a council's journey through IiP is jointly validated as part of the WIC challenge process.

This programme of support will be available from June 2009.

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www.idea.gov.uk/workforcechallenge

the workforce survey

This Local Government Analysis and Research (LGAR) survey helps gauge the progress councils are making in addressing key workforce challenges. A new survey will be conducted over the summer and published autumn 2009.

www.lga.gov.uk/research

the integrated workforce strategy project: findings

The integrated workforce strategy project was set up to help councils and their partners to explore the benefits and the challenges of integrating local workforce strategies. The project has worked with and learnt from seven local study areas.

Web resources available include reports, case studies, tools, a checklist for senior managers, and advice on how local strategic partnerships (LSPs) can jointly address key workforce challenges.

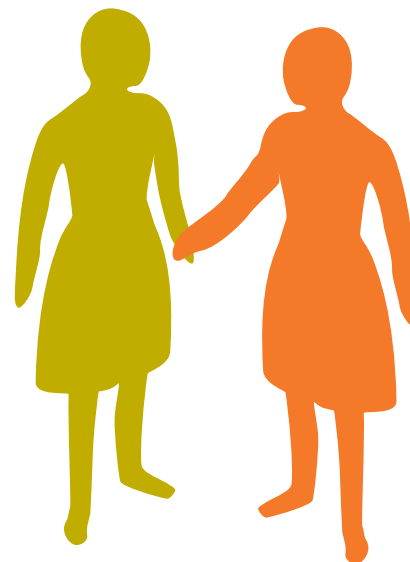
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www.idea.gov.uk/joiningupworkforce

the partnerships and places library

The IDeA has commissioned and published a large number of case studies looking at the challenges presented by the national indicator set. Many of these studies outline the workforce changes that were made to help a local strategic partnership (LSP) achieve its desired outcomes.

www.library.idea.gov.uk



organisational development

the national organisational development programme

Through a series of workshops, this IDeA programme supports managers as they influence change in their own organisation and local government as a whole. It offers peer support and an overview of the latest research on international approaches to organisational development.

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www.idea.gov.uk/
[managerprogrammes](http://www.idea.gov.uk/managerprogrammes)

employee engagement

The IDeA website hosts a number of resources to help anyone planning, implementing or reviewing a programme of action to improve employee engagement. These include good practice case studies, an employee engagement toolkit and a new film called 'Thank Goodness it's Monday' aimed at helping managers to get the best out of their staff.

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www.idea.gov.uk/workforce
www.idea.gov.uk/tgim

the cultural change project

This IDeA project examines how authorities and their partners address the cultural change aspects of service transformation, and is sponsored by the Local Government Delivery Council.

It is focusing primarily on the role of chief executives and other senior managers in fostering cultural change.

Neil Shaw
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employment relations

LGE provides comprehensive advice on all aspects of employment relations and practices. Employment law and policy advisers keep authorities up-to-date on the workforce implications of new legislation and case law developments.

telephone: 020 7187 7322
email: eru@lge.gov.uk

[www.lge.gov.uk/](http://www.lge.gov.uk/employmentrelations)
[employmentrelations](http://www.lge.gov.uk/employmentrelations)

workforce issues in setting up shared services

Working together, LGE, the IDeA and 4ps have developed a web resource to support authorities in handling the workforce issues involved in setting up shared services.

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www.lge.gov.uk/partnership

workforce issues of local government reorganisation

The LGA, IDeA and LGE have been working with Communities and Local Government (CLG) to support authorities undergoing local government reorganisation, including advice on handling the associated workforce issues.

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www.lge.gov.uk/lgr

health, safety and wellbeing

LGE provides councils with information and support on meeting statutory health and safety strategy requirements.

LGE also works with the Health and Safety Executive (HSE) to support authorities in reducing work related stress and sickness absence, and offers guidance on occupational health, influencing the standards for contractors, and improving staff wellbeing.

Steven Sumner
telephone: 01254 761075
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www.lge.gov.uk/healthwellbeing

workforce matters in local authority public private partnership agreements

Guidance and contract drafting on workforce issues, updated regularly to keep track of relevant legislative developments. This includes guidance on contracts, covering TUPE, pensions and the local government code of practice.

Rob Hann
email: rob.hann@4ps.gov.uk

www.4ps.gov.uk

raising the standard: national development programme for people managers

This national development programme for directors of human resources (HR) is based on a self-assessment framework developed by the IDeA and leading human resources practitioners.

It sets out nationally-defined criteria for the skills and experience needed to manage local authority human resources. It allows directors to judge their ability to meet customer expectations, develop line managers, and work effectively with chief executives and councillors.

In order to help HR directors to 'raise their game', the IDeA has in addition designed a series of development opportunities and a public/private mentoring programme. The programme will evolve and be refined as more people undertake the online assessment and as demands on the job change.

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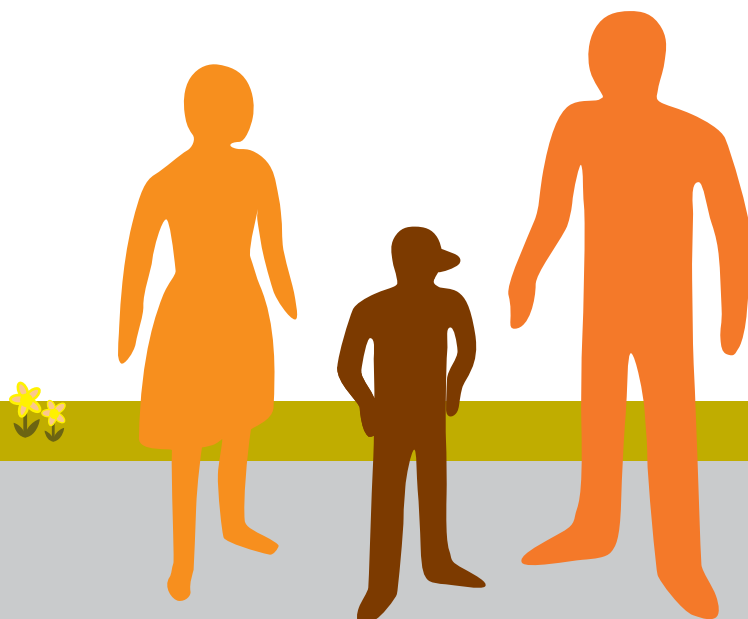
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[www.idea.gov.uk/
managerprogrammes](http://www.idea.gov.uk/managerprogrammes)

project, programme and change management toolkit

This IDeA web resource provides practical advice on managing change including a change management toolkit.

www.idea.gov.uk/projectsandchange



equality and diversity in the workplace

The IDeA advises on best practice and current law and policy on all equality areas including race, gender, disability, age, sexual orientation, and religion or belief. The IDeA has developed a new Equality Framework for Local Government. This is a performance assessment tool that has close links with the comprehensive area assessment (CAA), public duties, customer service excellence standard and organisational assessment. It includes a specific section on workforce diversity.

www.idea.gov.uk/workplaceequality

LGE provides specialist advice on employment and discrimination.

email: eru@lge.gov.uk

the diversity peer challenge

This external assessment is based on the 'achieving' and 'excellent' levels of the Equality Framework for Local Government and is made up of two parts:

- a two-day, on-site visit by peers to conduct interviews with employees, members and other stakeholders
- a peer review of the council's Equality Framework self-assessment process.

The challenge is carried out by specially trained officers and councillors from other authorities.

Cost: £3,100 plus VAT, excluding expenses, for the achieving level.

Gill Elliott

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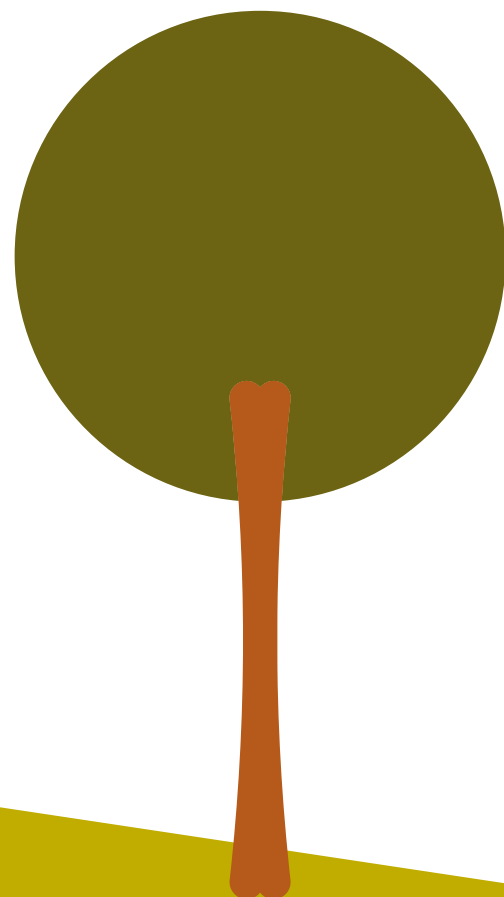
email: gill.elliott@idea.gov.uk

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www.idea.gov.uk/workplaceequality



leadership development

IDeA managerial leadership

The IDeA's managerial leadership offer aims to build local government's leadership capacity by providing national development programmes for ambitious managerial leaders at all stages in their careers.

www.idea.gov.uk/managerprogrammes

academy for executive leadership

This programme is for chief executives, directors and heads of service. It is delivered jointly with SOLACE Enterprises and Ashridge Business School. Applications from senior managerial leaders in local government's partner organisations are also welcomed.

Cost: £4,950 plus VAT and includes meals, accommodation, refreshments and course materials.

future leadership programme

This programme is designed for ambitious council middle managers from local authorities, fire and rescue services managers and members of local strategic partnerships and similar partnership organisations. It takes place over a six month period, and costs £3,900 plus VAT which includes meals, accommodation, refreshments and course materials.

get ahead programme

This programme is designed to give black, Asian and other minority ethnic managers working in local government the opportunity to develop their skills, insights and confidence. It encourages participants to gain a clear understanding of their skills, their managerial style and values, and

to establish personal goals. Costs: £3,500 plus VAT which includes meals, accommodation, refreshments and course materials.

Liz Cole
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Tom Reynolds
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national graduate development programme

This programme assists councils to find and nurture the talented leaders of the future by recruiting and developing more than 80 high-calibre graduates each year.

The ngdp provides ambitious graduates with high profile work placements and learning opportunities designed to set them on the path to becoming senior managerial leaders, and ultimately chief executives of local authorities.

Cost: £2,000 for nationally subsidised appointments, or £11,000 for non-subsidised appointments. This includes costs of appointment and postgraduate study, although not travel costs. Salaries are paid by the council at a nationally agreed rate of £22,664 and 67 appointments are nationally subsidised each year.

Tim Hodey
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email: tim.hodey@idea.gov.uk

www.idea.gov.uk/ngdp

a valuable learning resource: Ashridge virtual learning resource centre

The IDeA works with business school Ashridge to provide free online support for personal development. Resources include learning guides, management books and book reviews.

Free access is available to registered users of the IDeA website and those with a .gov.uk email address.

www.idea.gov.uk/ashridge

regulatory services strategic leadership in modern local government

This Local Authorities Co-ordinators of Regulatory Services (LACORS)/KBA Solutions course is aimed at officers from environmental health, trading standards, planning, building control and other regulatory service backgrounds and highlights their contribution to the leadership of modern local government.

The course takes around eight months to complete and costs £4,000 (a 50 per cent bursary is currently available).

Ami Beeton
telephone: 020 7665 3851
email: ami.beeton@lacors.gov.uk

www.lacors.gov.uk

IDeA councillor development

The IDeA runs a number of leadership development programmes for councillors.

www.idea.gov.uk/councillors

councillor mentoring

The IDeA offers four mentoring options:

- one-to-one mentoring – for councillors facing particular challenges and changes
- political group mentoring – particularly useful when there is a change in the political control of a council, both for those gaining control and those moving into opposition
- role mentoring – for small groups of councillors from one authority or a number of authorities who have similar responsibilities
- induction mentoring – a buddy system of mentoring for new and experienced councillors facing challenge in new roles.

Costs vary according to the mentoring option chosen and the number of sessions involved.

Chas Leslie
telephone: 07771 931857
email: chas.leslie@idea.gov.uk

leadership academy

The Leadership Academy offers leaders and those in leadership positions the latest thinking in political leadership, allowing councillors from across the political spectrum to meet leaders from other councils and parties to talk about issues common to them.

Grace Collins
telephone: 020 7296 6563
email: grace.collins@idea.gov.uk

local leadership academy (LoLA)

LoLA modules are customised development activities designed to build the capacity of non-executive councillors. Training is offered on request locally to members of an individual authority, or regionally to members from several authorities. Costs vary depending upon the number of modules being delivered and the number of sessions involved.
email: local.leadership@idea.gov.uk

political skills framework – a councillor's toolkit

This revised, easy-to-access framework defines the skills that councillors need today. Councillors, and others supporting member development, can use it to identify development needs.

Pascoe Sawyers
telephone: 020 7296 6213
email: pascoe.sawyers@idea.gov.uk

www.idea.gov.uk/politicalskills

councillors workbooks

A series of distance learning materials for the local councillor that can be downloaded free through the National Member Development Community of Practice (see page 12).

leadership centre for local government

Great places require visionary leadership that paints a picture of the future of the town or city, inspiring and carrying with it the local residents' hopes and happiness. The Leadership Centre supports local government leaders to create the future through building effective and efficient partnerships, improving the lives of local people.

Since place is a contested space for local government leaders, the Leadership Centre focuses on the unique realities of the people and relationships involved to help members and officers. We are pioneering a range of initiatives including development of current and next generation leaders and chief executives, place programmes focused on leadership development and partnership working, recruiting and using councillors better, a political coaching programme, the local government response to the recession and working across the sector both within and across party lines setting the local government agenda.

John Atkinson
telephone: 0207 630 2180
email: john.atkinson@localleadership.gov.uk
www.localleadership.gov.uk

improving skills for life

The Get On (GO) campaign implements the Government's national skills for life strategy and is dedicated to embedding literacy, language and numeracy skills in councils and fire and rescue services. The IDeA has been supporting the GO awards, which celebrate councils' commitment to skills for life in the workplace. This year sees the first GO pledge awards, which will recognise councils and fire and rescue services for their holistic approach to embedding skills for life, incorporating the GO award framework and the Skills Pledge.

Nigel Carruthers
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www.idea.gov.uk/skillsforlife

LGskills – a one-stop-shop for local government skills information

This is part of the LGtalent web service, providing a wide range of information for anyone involved in the development of skills in local government.

LGskills includes:

- a skills framework library – where people can browse a large number of skills and competency frameworks used by councils
- the national framework for workforce development – guiding councils as they develop their staff
- local environment skills – helping individuals and organisations analyse and improve environmental management skills

- information on the Skills Pledge, Train to Gain and Skills Pathways.

Helen Sinclair-Ross
telephone: 01249 463730
email: helen.sinclair-ross@idea.gov.uk

www.LGskills.com
www.localenvironmentskills.org

SkillsPlus UK

SkillsPlus UK is a strategic partnership that represents the skills and qualification needs of local government employers to sector skills councils, helping to provide support for councils in addressing their skills shortages.

Fiona Turton
telephone: 01379 677651
email: fiona.turton@lge.gov.uk

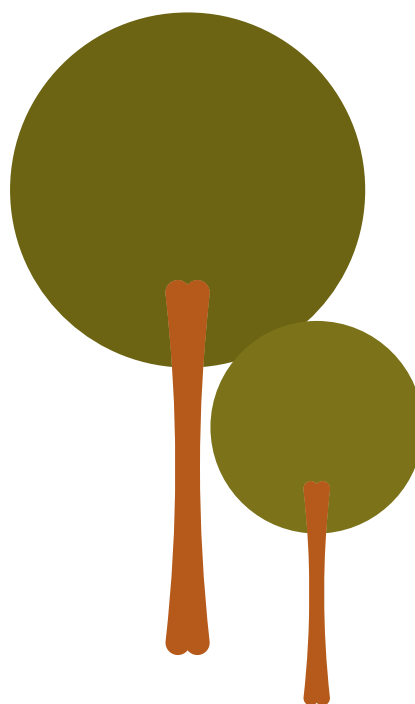
www.skillsplusuk.gov.uk

4ps skills development on complex projects and procurement

The 4ps' skills development courses support authorities at strategic, project, specialist and operational levels. They help authorities develop the skills to develop and deliver complex projects and enable better procurement across local government. As recognised by HM Treasury, courses are tailored to meet the needs of individual project and partnership teams to enable authorities to deliver efficient, effective and value for money services to their local community. Tailored training courses start at £1,600 per one-day workshop (for up to 20 people – this equates to £80 each).

email: skills@4ps.gov.uk

www.4ps.gov.uk



recruitment and retention

talent management

The IDeA helps councils drive up standards in talent management and supports them in attracting and retaining a skilled, qualified, motivated, and sustainable workforce.

We work with the key national players such as government departments and professional bodies, to help to address local government's occupational shortages.

LGtalent – a one-stop-shop for everything people need to know about working in local government

The LGtalent web service provides councils with:

- www.LGjobs.com – free job listings for councils and links to Jobcentre Plus
- support to promote local government as an employer on the local government careers website – www.LGcareers.com
- free access to the local government talent pool – a searchable database of job-seeking graduates at www.LGtalent.com.

We also offer:

- printed careers materials promoting the sector – contact: ihelp@idea.gov.uk
- support for councils in tackling specific skills shortages
- guidance on the impact of migration and recruiting staff from overseas
- support for councils using apprenticeships
- support for councils as employers tackling worklessness.

Martin Stein
telephone: 020 7296 6676
email: martin.stein@idea.gov.uk

www.LGtalent.com

workforce planning

Workforce planning underpins and supports service delivery improvement. It helps a council to:

- explore the future, assess options and define its objectives
- identify the best-fit future workforce to meet these objectives
- put in place an effective programme of action to develop its future workforce.

The IDeA's workforce planning web resource offers practical advice.

Marcia Hazzard
telephone: 07867 514753
email: marcia.hazzard@idea.gov.uk

www.idea.gov.uk/workforce

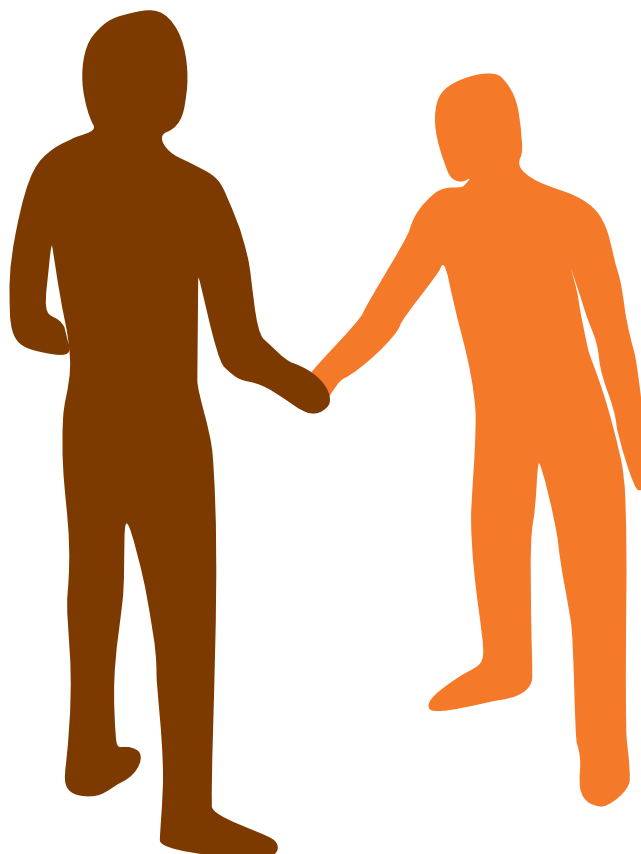
national recruitment campaign social care – adult and children

The IDeA will be supporting the LGA's Recruitment, Retention and Respect campaign for children's social workers, encouraging the 5,000 recently left social workers back into local government. A range of activities are planned to support national and local recruitment campaigns to promote careers in social work and social care:

- LGCareers updated with more social worker profiles
- targeted literature
- video and audio podcasts
- a toolkit on effective recruitment and retention
- an online conference in May on recruitment for children's services.

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email: kathryn.kelly@idea.gov.uk

www.LGcareers.com



pay and rewards

developing modern pay systems and structures

LGE supports councils working towards the three main priorities set out in the Workforce Strategy:

- ensuring pay and rewards structures support a high performance and highly skilled workforce
- ensuring pay and rewards policies are fair and that they work to eliminate discrimination, including ensuring equal pay
- developing a 'total rewards' approach to pay and benefits, to ensure that the value of all available benefits is maximised and that they are made available more flexibly to staff.

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www.lge.gov.uk/paysystems

www.lge.gov.uk/equalpay

pensions

LGE represents employers' interests to central government and other bodies on pension policy.

It provides the secretariat service for the Local Government Pension Committee, and offers technical advice, guides and publications on pensions and compensation. It also provides a national website for members of the Local Government Pension Scheme.

A full programme of pensions training for councillors, pension practitioners, human resources officers and other relevant staff is also available.

LGE also represents local authorities' interests to central government and the national teacher unions in respect of the administration, development and costs of the Teachers' Pensions Scheme.

Terry Edwards

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email: terry.edwards@lge.gov.uk

www.lge.gov.uk/pensions

www.lgps.org.uk

on site support

Whether it's strategy, technical help or policy advice, LGE consultancy can help. We specialise in issues around pay, pensions and the employment contract to offer you a personalised solution.

Jo Fowles

telephone: 020 7187 7307

email: jo.fowles@lge.gov.uk

www.lge.gov.uk/consultancy

other forms of support

publications, podcasts and events

The LGA Group provide a wide range of workforce publications free to download. These include:

- **'It's People Stupid'** – members' role in addressing workforce issues
- **'Faster, Fitter and More Flexible'** – examples of what leading chief executives are doing to address their workforce issues.
- **'Making successful change happen: council organisational development in action'** – the experience of senior managers in five different councils
- **'Middle managers and personality'** – a guide for middle managers in local government.

To access the publications go to:

www.idea.gov.uk/publications

www.lge.gov.uk/publications

In addition, workforce good practice case studies can be found at:

www.idea.gov.uk/

workforcegoodpractice

Video and audio files, plus podcasts are available for several LGA Group programmes:

www.lge.gov.uk/podcasts

www.idea.gov.uk/tgim

Details of events run by all partner organisations that make up the LGA Group can be found on their respective websites.

communities of practice

There are more than a dozen on-line forums dedicated to workforce issues, called communities of practice (CoPs). Registered members can share ideas, questions and discussions with like-minded people.

Current CoPs include:

- apprenticeships
- building employee engagement
- equality
- HR and workforce issues in shared services (for HR leaders only)
- local government graduates
- national member development
- recruitment and retention in public protection services
- skills for life – Get On local government campaign
- SkillsPlus UK
- talent management
- tHinking leaRning space for HR professionals

To join a community you must first register on the platform at:

www.communities.idea.gov.uk



Contact:

IDeA

Tel: 020 7296 6600

www.idea.gov.uk

4ps

Tel: 020 7296 6777

www.4ps.gov.uk

Both at:

Layden House,
76-86 Turnmill Street,
London EC 1M 5LG

LGA

Tel. 020 664 3131

www.lga.gov.uk

LACORS

Tel: 020 7665 3888

www.lacors.gov.uk

LGE

Tel:020 7664 7373

www.lge.gov.uk

All at:

Local Government House,
Smith Square,
London SW1P 3HZ

The Leadership Centre

Tel: 020 7630 2180

www.localleadership.gov.uk

Warwick House,

25 Buckingham Palace Road,
London SW1W 0PP

For further information please contact
the Local Government Association at:
Local Government House
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or telephone LGconnect, for all your
LGA Group queries on 020 7664 3131
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promoting better local government

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Local Government Association

The Local Government Association is the national voice for more than 400 local authorities in England and Wales. The LGA group comprises the LGA and five partner organisations which work together to support, promote and improve local government.

