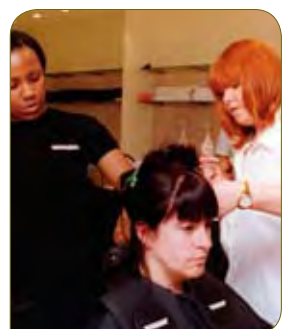


Delivering through people

The Local Government Workforce Strategy 2010





Foreword

The first Local Government Workforce Strategy was launched, with the government, in 2003. This 2010 version is the fifth update. Like its predecessor in 2007, this strategy has been developed following extensive consultation with the sector so that the strategy is now wholly owned and driven by local government.

Many national strategies have come and gone but this one has stood the test of time, gaining in influence and impact over the years. It has evolved to reflect new priorities, changes in context, progress in tackling challenges and learning from experience.

Local government faces some significant shared workforce issues. This strategy aims to support councils by focusing, aligning and connecting our efforts to address these challenges, locally, regionally and nationally.

There is much more recognition among politicians and senior managers of the importance of addressing our critical workforce issues if we are to achieve our strategic ambitions. There is much wider understanding of the need for us to work as a sector in addressing these challenges.

We need to learn from each other rather than duplicating effort and reinventing the wheel. We need to cooperate rather than compete. We need to join our efforts together to achieve maximum impact.

The most critical issue currently is addressing the workforce dimension of major service and organisational transformation. With partners, councils are reconfiguring local public services to ensure that they achieve priority local outcomes, with significantly less resources.

We need to take our people with us to create the 'fit for the future' local public services needed to deliver our communities' priorities. We need to involve our workforces in making these changes and to support them in learning both new skills and new ways of working.

We need to tackle the difficult issues that get in the way of setting up new organisational structures, such as professional rigidity and different terms and conditions. We need to foster innovation to make the most of scarce resources.

With much less recruitment taking place, we need to make the most of the talent we have in local government. With our partners, we need to ensure we are attracting, developing, motivating, retaining and rewarding the high performers we need to flourish as a sector.

If we ever had the 'burning platform' required to make major cultural changes, we have it now. We need to make full use of it. We need to make sure our leaders and managers have the skills to lead these major changes, making the most of the new opportunities presented. These include skills in organisational development, in partnership working, in strategic commissioning, in community engagement and in fully understanding what our customers and communities want.

We face other shared workforce challenges. Although councils' recruitment difficulties have decreased significantly since the first strategy was launched, many councils still face key occupational shortages, particularly in social work, planning and environmental health. Many councils have a significant proportion of staff reaching retirement. We need to ensure that we are working together effectively to address these current occupational shortages and to develop the next generation of skilled specialist staff. Most councils' workforces still do not reflect the diversity profile of their communities, particularly at senior levels. We need to address this so that we can benefit from all the potential talent in our workforces.

And, with our partners, we need to set an example as both exemplary local employers and as commissioners of services, by helping to address local unemployment. We need to ensure that young people are given meaningful opportunities to develop their skills through apprenticeships and work placements. Many councils are significantly increasing the action they are taking in this area, but we need all councils to contribute to addressing youth unemployment.

The strategy sets out a framework of five strategic priorities. It sets out what we are committed to do nationally and suggests the actions that are needed locally and regionally.

We trust that all councils, and all regional bodies, will make use of this updated strategy to review the action they are taking currently to ensure they are playing their part in developing the skilled, motivated, flexible and diverse workforce that we need to thrive as a sector in the future.

Dame Margaret Eaton
LGA Chairman

Sir Steve Bullock
Chair of LGA HR Panel

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The vision

This strategy aims to support councils in achieving the skilled, motivated, flexible and diverse workforces they need to deliver value for money services that make a difference to the communities they serve.

The five strategic priorities

This 2010 strategy retains the five strategic priorities from the 2007 Local Government Workforce Strategy, with some small changes to reflect the changed context.

Organisational development

Addressing the workforce dimensions of organisational transformation to deliver citizen-focused and value for money services, in partnership.

Leadership development

Building visionary, ambitious and effective leadership to make the best use of political and managerial roles, in a partnership context.

Skills development

With partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context.

Recruitment and retention

With partners, taking action to: recruit and retain the right workforce; address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues.

Pay and rewards

Implementing effective approaches to reward the workforce while controlling employment costs to reflect budget and efficiency requirements, as well as new ways of working and innovative working patterns. Encouraging a total reward approach to promote high performance.

The 2010 strategy sets out revised key actions for authorities, regional bodies and national bodies over the next few years.

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

The changing context

Since the 2007 Local Government Workforce Strategy was launched, there have been significant changes in the context.

The biggest change is the impact of the economic downturn. Councils face **an unprecedented period of declining resources and growing demand** for their services. Most councils need to increase their productivity, doing more with less funding. They are looking for ways to maintain key frontline services, while reducing costs, including pay, pension and other workforce costs.

This is driving **customer-focused service transformation and innovation** in most authorities. Councils are creating new organisational and cross-organisational structures that require new ways of working from staff, with changed roles, new skills and, sometimes, a different employer.

Councils are taking a long hard look at their priorities, what outcomes they want to achieve, and how they might achieve these. They are rooting out wasteful processes, bureaucracy, unnecessary 'back-office' and management costs. They are using techniques such as lean, systems thinking and business process improvement, and making sure technology is used to the full. For this to work usually means redesigning roles and getting people to change how they operate.

Many councils are adopting a strategic commissioning approach and some are planning much more outsourcing or joint ventures with the private sector. Many have or are planning to set up shared management arrangements and shared services with other authorities or with their local partners. A few are considering transferring staff to employee-owned social enterprises. Many are deciding that they can no longer afford to continue to run the same range of services.

All these organisational changes, and the associated financial pressures, mean that the number of staff directly employed by councils is likely to decline.

Partnership working has become even more important. Many government policies and initiatives, as well as the resource pressures and the focus on citizens and outcomes, are encouraging ever greater joint working and integration of local public services.

'**Total Place**¹' aims to improve customer services and outcomes, while making significant efficiency savings by targeting and pooling the efforts and budgets of local public services.

Total Place has major implications for the workforce involved. If this approach is to be successful, many people in the workforce need to adopt new attitudes, take on new roles, and behave differently. Well established professional disciplines and practices will need to be reviewed and updated.

Successful service integration requires bringing together different organisational cultures and different performance management regimes. It raises issues about staff working together on different terms and conditions. If budgets are pooled, it raises questions about who employs staff and the need for careful working through of any staff transfer arrangements.

Both the refreshed Department of Children, Schools and Families' 2020 **Children and Young People's Workforce Strategy 2008**² and the Department of Health's new **Adult Social Care Workforce Strategy 2009** *Working to Put People First*³ emphasise the need to create integrated services, focused on the needs of the service user.

From April 2010 upper tier councils, with their children's services partners, were required to set up local children's trusts. And all children's services are required to publish local workforce strategies.

Many government initiatives continue to emphasise the importance of choice and **personalisation** of services, particularly in adult social care services⁴. The move to encourage more service users to directly employ their own personal assistants may not reduce the relatively small numbers of adult social care staff who still work directly for authorities. But the philosophy of personalisation and increasing users choice affects employees' roles, and the attitudes and approaches required.

1 For more information see: www.localleadership.gov.uk/place/totalplace

2 The Children and Young People's Workforce Strategy is available on: www.dcsf.gov.uk/everychildmatters/strategy/childrenandyoungpeoplesworkforce/workforcestategy/

3 The Adult Social Care Workforce Strategy is available on: www.dh.gov.uk/en/SocialCare/workforce/DH_103664

4 See for example the Department of Health's 'Putting People First' www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_089665



Some central government initiatives around specific workforce issues can cause difficulties for councils operating an integrated 'one council' approach to their services, and to their relationship with citizens, including cutting across established local government pay agreements.

The **Baby Peter case**, and the response to it, has had an impact on social workers and authorities. It has brought many authorities' problems in recruiting and retaining sufficient children's social workers to the fore. A number of government initiatives have been set up to address the issues uncovered, such as the Social Work Reform Board and the Children's Workforce Development Council's (CWDC) 'Be the Difference' campaign⁵. It is too early to predict what the impact will be on authorities' ability to recruit and retain children's social workers in the future but, in the short-term, these problems have increased.

Demographic changes continue to have an impact on the demand for council services. In most local areas the biggest issue is the increasing numbers of older people. The growing demand for adult social care continues to be a major cost pressure for councils. As the government's *Building a Society for All Ages: Strategy for our Ageing Society*⁶ highlights, these demographic changes are not just an issue for authorities' adult social care services but need consideration by all council services. To keep the costs of care from increasing to an unaffordable level, councils need to support older people in living healthy and independent lives for as long as possible.

In many areas, there has been an **increase in ethnic diversity**. As part of making sure they understand their customers' needs and priorities, councils have to make sure that the services they provide are sensitive to the needs of all their citizens. Councils are also playing an increasing and important role in fostering cohesive communities in the broadest sense.

The recession has **increased unemployment** in most areas. Most Local Strategic Partnerships had already set targets for reducing unemployment and increasing skills. The increase in unemployment has raised the importance of councils contributing to addressing these issues as employers, setting an example to other local employers by taking on apprenticeships and offering work placements⁷.

⁵ For details of the CWDC 'Be the Difference' Campaign see: <http://bethedifference.cwdcouncil.org.uk> or call 0300 123 1220

⁶ See: www.hmg.gov.uk/buildingasocietyforallages.aspx

⁷ See for example the Houghton Review on: www.communities.gov.uk/publications/communities/tacklingworklessnessfinal

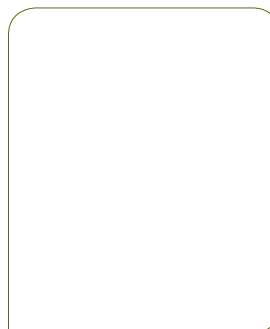
The ambition of the Leitch Report (2006)⁸ is still driving the current UK government's policy on skills. In November 2009 the government launched an updated National Skills Strategy: Skills for Growth⁹ in the context of the economic downturn. This new **skills strategy** focuses on increasing the number of people with the higher level of technical skills needed to grow the economy. It sets out to simplify the existing skills system in the UK and focuses on employer-led learning and on increasing apprenticeships. It aims to empower learners by giving every adult a personal skills account. The government's skills strategy has implications for local councils both as employers and in their economic development role.

European initiatives continue to drive change. For example, the new regulations on agency staff will push up the costs of these staff, refocusing attention on this area.

Forthcoming European Union initiatives that could affect councils include:

- a review of the working time directive which may seek to provide greater clarity on on-call arrangements
- guidance on including social considerations in public procurement programmes
- a European focus on gender equality, which could impact on the approach taken to tackling equal pay issues.

Regional Improvement and Efficiency Partnerships, working with Regional Employers' Organisations, are playing an increasing role in supporting councils regionally to address their shared workforce issues. There are many success stories resulting from regional and sub-regional action to attract new recruits, to address skill shortages, to change ways of working and to improve leadership and organisational development skills.



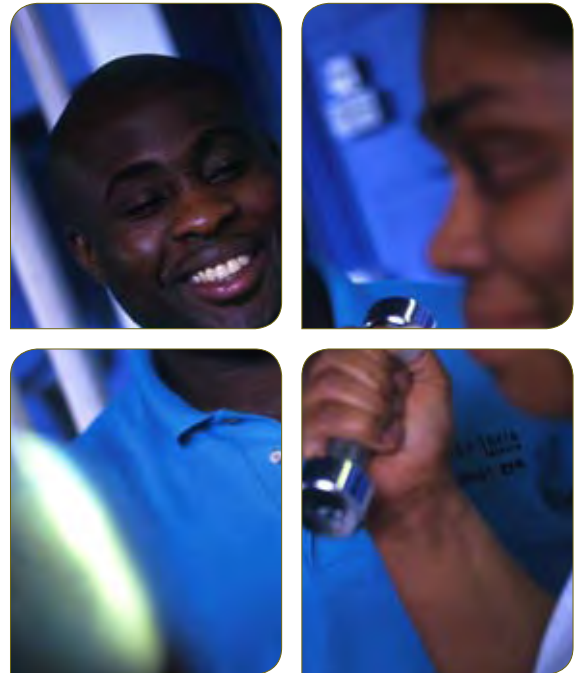
8 www.hm-treasury.gov.uk/leitch_review_index.htm

9 www.bis.gov.uk/policies/skills-for-growth

Progress: successes and issues

There has been huge progress in many areas since the first Local Government Workforce Strategy was launched in 2003. In the Workforce Survey 2009,¹⁰ the positive findings include:

- 66 per cent of councils have identified their most critical workforce issues across the council and 33 per cent have done this in some services
 - 48 per cent of councils have put in place programmes of action to address these critical workforce issues across the council and 47 per cent have done this in some services
 - 87 per cent of councils with a programme of action in place felt it had been effective and 97 per cent felt it would be effective in the future
 - 91 per cent of authorities had participated in or planned leadership development, either on their own or in partnership
 - an average of 40 per cent of the top five per cent of earners in councils are now women
 - the percentage of councils with recruitment or retention difficulties has dropped to 52 per cent – down from 93 per cent in 2004, and 83 per cent in 2008
 - the number of councils operating 'grow your own' career pathways has risen to 89 per cent – from 43 per cent in 2006
 - 71 per cent of councils have Investors in People status for the whole council – an increase from 51 per cent in 2001 – with 82 per cent of the workforce covered, compared to 38 per cent in 2001
 - although there is still more to do, most councils are increasing the number of apprenticeships they offer, up from an average of 3 per council in 2008/9, to 10 per council by December 2010 (and many are working with partners to increase the uptake of apprenticeships across their local areas)
- 54 per cent of councils have signed up to their local employment partnership (LEP) and are placing vacancies with Jobcentre Plus. (And the latest Jobcentre Plus management information shows that the proportion is growing with 72 per cent of authorities signed up to LEPs by December 2009.)



¹⁰ For the full survey see: www.lga.gov.uk/lga/core/page.do?pagelD=1956067

The areas in which there are challenges include:

- nearly a quarter of councils (23 per cent) reported significant skills gaps in strategic commissioning for key specialists; 20 per cent in business process improvement; 19 per cent in change management for senior and middle managers; 18 per cent in performance management for all managers
- the number of councils reporting recruitment difficulties for children's social workers has risen, with 72 per cent reporting difficulties in recruiting children's social workers (up from 64 per cent in 2008), and 60 per cent having difficulty in retaining them (up from 40 per cent in 2008)
- in 2008/09 the average training expenditure was £273 per employee. However, nearly a third of respondents (32 per cent) thought that training expenditure would decrease in 2009/10
- training expenditure per member was £218, the lowest level since 2003
- councils reported an average of only 1.4 off-the-job training days per employee in 2008/09
- only 10 per cent of councils have introduced a total rewards system, although another 18 per cent are planning to do so in the next two years
- only an average of 3 per cent of the top 5 per cent of earners in councils have a disability, and an average of only 2 per cent come from black, Asian or minority ethnic (BAME) groups
- only 25 per cent of councils are taking action to increase the percentage of people from BAME groups in senior management positions, although another 15 per cent are planning to do this.

Progress on equality issues

Launched in March 2009, the Equality Framework for Local Government supports councils in improving their equality practices¹¹. One of the five performance areas for assessment in the framework is 'a modern and diverse workforce'.

The results of a January 2010 survey of all English councils, with a response rate of 65 per cent, shows:

A high take-up across all types of authorities and regions with:

- 98 per cent (227) of respondents reporting that they are either using the Framework or have plans to
- 43 per cent (98) are 'developing', 42 per cent (96) are 'achieving', 13 per cent (29) are 'moving towards excellence' and 1 per cent (2) are excellent.

An ambitious desire for improvement with:

- 55 per cent of authorities having had an external assessment of their performance
- 68 per cent currently intend to be assessed for the next level – 21 per cent (32) in 2010, 38 per cent (58) in 2011 and 9 per cent (13) in 2012
- 76 per cent (74) currently at 'developing' intend to be assessed externally for 'achieving'; 58 per cent (56) at 'achieving' intend to be assessed at 'excellent'; 76 per cent (22) of those 'moving to excellence' intend to be assessed at 'excellent'
- 2 authorities have been assessed successfully at 'excellent'.

Most RIEPs are using progress against the Framework as a key performance measure and as a driver for progress.

Feedback from other sources highlights the development of strong partnerships between county councils and districts, inventive methods for strengthening the community leadership of elected members and how they shape their local 'equality story' and a developing understanding of how equality helps to deliver efficiency.

Local government is leading the public sector in equality best practice. The framework is being customised to fit other parts of the public sector. In the longer term, a public service equality framework will be agreed to enable benchmarking and stronger partnerships, enhancing a Total Place approach.

¹¹ For details see www.idea.gov.uk/equalityframework

Audit Commission's assessment of workforce issues

In December 2009 the Audit Commission announced the results of their first round of Comprehensive Area Assessments. As part of the organisational assessment, the assessors examined the question 'Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?'

Local public service organisations were assessed as being between level one and level four (with level one meaning the basics were not in place and level four meaning the organisation was doing exceptionally well). Only district councils were assessed on workforce issues in 2009. Upper tier authorities are being assessed for the first time in 2010.

Four organisations scored level four – Chorley¹², Sevenoaks¹³ and St Edmundsbury¹⁴ district councils and Lancashire Fire and Rescue Authority¹⁵. Significantly, 9.5 per cent of district councils were assessed as being at level one – a worse result than for other public sector bodies assessed. 66 per cent reached level two and 23 per cent level three – a better result compared to primary care trusts but worse than fire and rescue and police authorities (although reaching a higher standard may be easier in organisations that provide a smaller range of services).



The Audit Commission's Organisational Assessment on workforce issues 2009

Level	District councils	Fire and rescue authorities	Police authorities	Primary care trusts
4	3 (1.5%)	1 (2%)	0	0
3	46 (23%)	17 (38%)	16 (41%)	24 (16%)
2	133 (66%)	27 (60%)	23 (49%)	120 (79%)
1	19 (9.5%)	0	0	8 (5%)
Total	201	45	39	152

¹² See Chorley in the film 'Thank Goodness It's Monday' accessed via IDeA website

¹³ See case study on the Audit Commission website: www.audit-commission.gov.uk/localgov/goodpractice/useofresources/Pages/sevenoaks4.aspx

¹⁴ See case study on IDeA website: www.idea.gov.uk

¹⁵ See case study on the Audit Commission website: www.audit-commission.gov.uk/firerescue/goodpractice/uor/Pages/lancashire.aspx

Priority themes and actions

Organisational development

Addressing the workforce dimensions of organisational transformation to deliver citizen-focused and value for money services, in partnership.

Councils need excellent change management skills and practices to successfully address the workforce dimensions of organisational transformation and cross-organisational transformation.

The successful councils of the future will have a clear vision of what they want their services to look like in the future and how they are going to make any required savings. Achieving the cultural changes needed to make new structures and approaches work will require skillful, effective, united and determined leadership¹⁶.

Implementing cross-organisational transformation, taking a Total Place approach, pooling budgets, setting up integrated or shared services, or shared management arrangements, involves handling even more complex workforce and employment relations issues.

Maintaining workforce morale through such major transformations is challenging. The best councils communicate with their workforce face-to-face and listen to and respond to their concerns and ideas. Effective leaders explain what the changes will achieve, foster an innovative climate and involve the workforce positively in organisational transformation. In reducing management and workforce costs, effective councils will be fully considering the pitfalls and risks, including potential diversity issues, rather than applying simple mechanistic formulas¹⁷.

The best councils will continue to identify their critical current and future workforce challenges and take effective action to tackle these. They will take a comprehensive approach to getting the best out of their workforces, including taking action in the areas suggested by the IDeA/RIEP organisational productivity framework¹⁸ (see appendix on page 30). They will continue to embrace good practice in diversity as an essential part of providing citizen-focused services and they will balance a rigorous approach to performance management with a concern for employee wellbeing.

Key areas for action

For councils (working with their partners, external service providers and other authorities, where relevant):

- identifying and addressing the workforce dimensions of organisational and cross-organisational transformations¹⁹
- anticipating and effectively tackling their critical current and future workforce challenges
- taking action to maximise organisational productivity, including developing an organisational culture that encourages innovation
- operating human resources and diversity best practice²⁰ and rigorous performance management, while actively demonstrating their concern for staff wellbeing.

For regional bodies (with key regional public sector partners, where relevant)

Supporting councils in:

- undertaking organisational and service transformation successfully
- increasing their productivity
- anticipating and addressing their critical workforce challenges
- developing or gaining access to skilled organisational development expertise
- operating human resources and diversity best practice.

For national bodies

IDeA, with LGE, the Public Sector People Managers' Association (PPMA), the Leadership Centre for local government, regional improvement and efficiency partnerships, regional employers' organisations and public sector partners, will:

- provide best practice support and advice for councils in tackling the critical workforce issues in major organisational and cross-organisational transformations
- build a strategic cross public sector approach to supporting local cross-organisational transformation
- support regional bodies in developing councils' organisational transformation skills.

¹⁹ For advice on best practice see the IDeA/PPMA publication 'Managing People Through Major Transformations' www.idea.gov.uk/idk/core/page.do?pagelid=15684250

²⁰ See examples of good practice on the IDeA website: www.idea.gov.uk/idk/core/page.do?pagelid=9110444 and on the websites of PPMA www.ppma.org.uk or CIPD www.cipd.co.uk

¹⁶ See www.idea.gov.uk/culturalchange

¹⁷ See www.idea.gov.uk/organisationalredesign

¹⁸ For more details and case studies see www.idea.gov.uk/productivity

-
- continue to provide support, advice, and communities of practice on best practice in people management and performance management
 - continue to support councils in achieving against the equality framework, as well as developing the framework, including supporting partnership approaches to equality.

IDeA and LGE will continue to work with government departments, sector skills councils and professional bodies to join up the major initiatives to tackle local government workforce challenges, and make sure that they are as coherent, relevant and effective as possible.

LGE will continue to provide advice on employment relations issues, working with and through regional employer organisations. LGE will also provide advice on employee wellbeing, including stress management and absence reduction as part of their support for health and safety best practice.

The Children's Workforce Development Council and its partners, working with the Association of Directors of Children's Services, will provide support to children's trusts in developing local children's workforce strategies and in achieving integrated working²¹.

Skills for Care and the Association of Directors of Adult Services will provide support for authorities and their partners in developing integrated local adult services workforce strategies through the InLAWS project²².

Performance measures and targets

Performance measures

The percentage of councils reporting that they have:

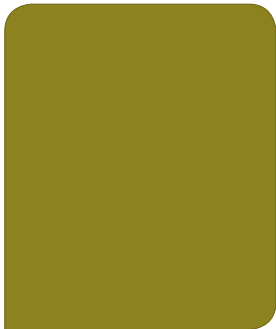
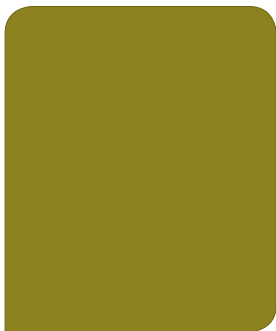
- identified their critical current and future workforce challenges
- are taking action to address these challenges
- found that action is effective or will be effective in the future.

Targets:

- at least 90 per cent of councils report that they have identified their most critical current and future workforce issues across the whole council by March 2012
- at least 85 per cent have put a programme of action to address these across the whole council by March 2012
- at least 90 per cent of these report that this programme of action is effective or will be effective by March 2012.

21 See www.cwdcouncil.org.uk

22 See www.skillsforcare.org.uk/workforce_strategy/InLAWS/InLAWS.aspx



Priority themes and actions

Leadership development

Building visionary, ambitious and effective leadership to make the best use of political and managerial roles, in a partnership context.

The benefits of investing in leadership development are now widely appreciated across local government. In the Workforce Survey 2009, 91 per cent of councils reported that they were participating in or running their own leadership development activities, 59 per cent of them in partnership with others²³.

The growing confidence and competence of local government leaders can be demonstrated in many ways – in the success of the sector in raising its game, in better Audit Commission reports, in the achievement of efficiency savings, in reports from recruitment consultants on the growing quality of candidates for senior positions, in the number of local government leaders being ‘pinched’ by other sectors.

To successfully develop their communities and to achieve ‘total place’ citizen-centred services, councils need visionary, ambitious and effective political and managerial leaders.

The importance of leading partnerships, and working across the public sector means that even experienced and successful leaders may need to learn new ways of leading that are ‘beyond their authority’. Frontline councillors need the opportunity to develop new skills in community engagement and leadership of place in a more complex partnership context.

Leading councils in an economic downturn brings new challenges, particularly finding ways to significantly reduce services and costs while maintaining or improving workforce morale. Many leaders struggle with achieving the cultural change aspects of organisational transformation.

Leadership skills will be tested to the full and leaders will need support and help to address the daunting challenges ahead, as well as to make the most of the opportunities presented. Continued investment is needed to develop today’s and tomorrow’s political and managerial leaders.

To underpin partnership working, there needs to be cross public sector leadership development, locally, regionally and nationally, that builds a ‘whole systems leadership approach’²⁴.

In lean and innovative organisations, people display leadership behaviours at all levels of the organisation. Fostering leadership behaviours at all levels is even more important given the resourcing challenges facing councils. Encouraging and developing leadership skills at all levels also helps to develop the next generation of senior managers.

The diversity profiles of senior managers often do not match the diversity profile of either the workforce or their communities. Councils need to take action to ensure they benefit from making the most of all the potential local talent available.

Many councils are planning to reduce their management posts. As part of this, they will need to undertake an equality impact assessment to ensure that their current and future potential senior diversity profile is not damaged. The reduction in management posts is also likely to make it more difficult for councils to significantly improve their senior diversity profiles over the next few years.

23 LGAR Workforce Survey 2009

24 <http://www.nationalschool.gov.uk/downloads/WholeSystemsGoPaper.pdf>



Key areas for action

For councils (working with their partners, external service providers and other authorities, where relevant):

- supporting their political and managerial leaders and partnership boards to develop the leadership skills needed to tackle new challenges
- fostering the development of leadership skills and leadership behaviours at all levels in the authority and across public sector partnerships
- taking effective action to attract, develop and retain the political and managerial leaders of today and tomorrow
- taking effective action to increase the percentage of leaders from diverse backgrounds.

For regional bodies (with key regional partners, such as the health service and the police, where relevant):

- organising and supporting regional and sub-regional leadership development programmes, where required
- providing support and advice on effective leadership and on leadership development, including supporting councils to increase the diversity of their leaders.

For national bodies

The Leadership Centre for Local Government (LCLG) and IDeA, working in partnership, will take complementary initiatives to support the development of current and future political and managerial leaders.

LCLG activities will include:

- encouraging the development and sharing of learning, through events, networks and publications
- running the Leeds Castle programme for council leaders and chief executives
- running the Next Generation programme for top flight councillors destined to be the leaders of the future
- running a range of programmes, working with political parties and authorities, to support the recruitment and development of councillors, and to improve the political governance of authorities
- running the Total Place programme, working with councils and their partners
- running the 21st century councillor programme to develop the new roles of councillors
- running a number of leadership development initiatives across the public sector.

For details see: www.localleadership.gov.uk

IDeA activities will include:

- supporting the development of good practice in leadership development by working with the sector to build more evidence about what works and by helping to develop new providers, where needed
- facilitating the new leadership development community of practice for commissioners and providers of leadership development
- leading the joint commissioning of a new leadership development programme for the most senior leaders from across the public services²⁵
- working with other public sector bodies, to take actions that help to increase the diversity of public sector leaders
- running the Leadership Academy for political leaders and the Local Leadership Academy for politicians locally
- working with the regional bodies to promote the uptake of the Member Development Charter and Charter Plus
- encouraging and supporting member development within councils by developing and promoting a range of materials and approaches, such as workbooks
- with the regional bodies, encouraging and supporting regional and cross regional networking to share good practice in member development and support
- commissioning and quality assuring the Academy for Executive Leadership for chief executives and other senior managers
- supporting future leaders programmes and commissioning the national graduate development programme which attracts and places talented future leaders in local government
- drawing out the learning from a range of collaborative cross public sector leadership programmes and disseminating this across the sector
- producing publications, including self-development materials for leaders.

For details see www.idea.gov.uk

Local Authorities Co-ordinators of Regulatory Services (LACORS) run a regulatory services strategic leadership in modern local government programme.

For details see www.lacors.gov.uk

The National College for Leadership of Schools and Children's Services provides leadership development support for leaders in schools and children's services

For details see www.nationalcollege.org.uk

Leadership development programmes for leaders working in social care are run by the National Skills Academy for Social Care, including a new programme for directors of adult services.

For details see: www.nsasocialcare.co.uk

Performance measures and targets

Performance measures

The percentage of councils reporting that, with partner organisations and local political parties, they are taking effective action to attract and develop:

- the political and managerial leaders of today and tomorrow
- leadership skills at all levels in the organisation
- senior political and managerial leaders that reflect the diversity of their community/workforce.

Targets:

- over 90 per cent of councils continue to invest in leadership development year on year
- the percentage of leaders who are women, from BAME communities or have a disability continues to grow, so that by 2015, at least 45 per cent of the top 5 per cent of local government earners are women, 3 per cent are from BAME communities and 4 per cent have a disability²⁶.

²⁵ www.publicserviceleadership.org.uk/

²⁶ Low targets have been set because of the impact of the organisational transformation that is taking place may make it difficult to increase diversity dramatically over the next few years



Skills development

With partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context.

Councils have long recognised the importance of workforce skills improvement and its direct link to improving quality and service transformation. With the advent of further financial constraints on public sector funding, there has never been a more important time to ensure that an improvement in workforce skills has a tangible positive impact on both the quality and delivery of public services and the career prospects and personal development of individual employees. Continuing investment in the workforce therefore is essential to meet the demands of the changing context facing councils²⁷.

Local government has an excellent record in achieving Investors in People status, with 82 per cent of the local government workforce covered. One hundred and sixty one councils have signed up for the skills for life GO Award. In the Workforce Survey 2009, 56 per cent of councils reported that they had union learning representatives (up from 38 per cent in 2006).

However in 2009, many councils reported that they had significant skill gaps in important areas for future success:

Senior and middle management:

- 20 per cent in change management
- 20 per cent in business process improvement
- 15 per cent in programme and project management
- 14 per cent in partnership working
- 12 per cent in community engagement.

All management:

- 18 per cent in performance management
- 15 per cent in managing and promoting diversity
- 15 per cent in maximising the use of technology
- 12 per cent in people management
- 7 per cent in financial management.

27 www.cabinetoffice.gov.uk/media/211487/quality_skills.pdf

Specialist areas:

- 23 per cent in strategic commissioning
- 15 per cent in organisational development
- 14 per cent in client side management
- 11 per cent in procurement
- 10 per cent in customer relations analysis management.

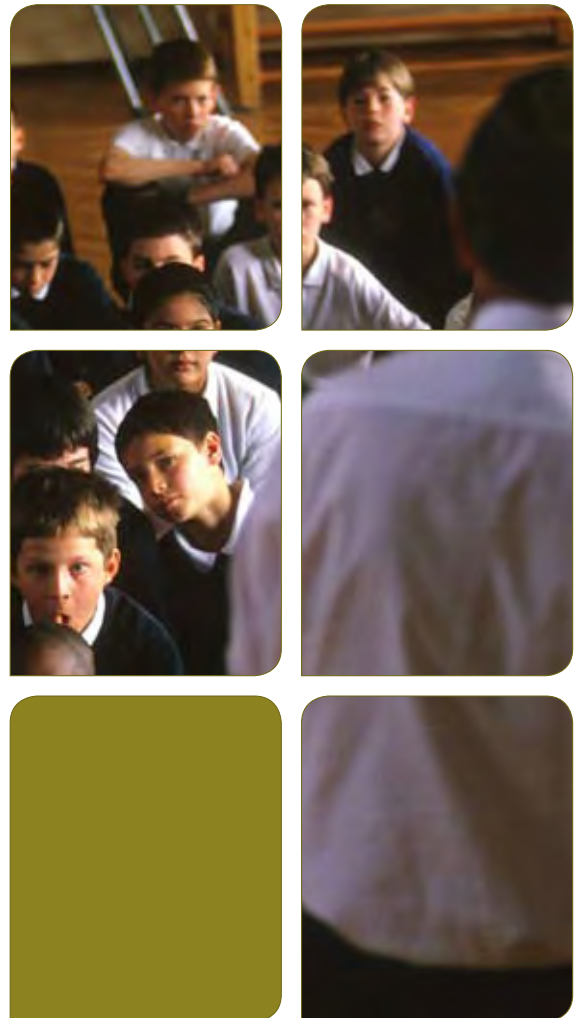
Since 2008, encouraging progress has been made in developing skills in two important skills areas – change management and organisational development. In some other areas there has been an increase in councils reporting a significant skills gap. This may partly be because councils are becoming more aware of the need to develop these skills and/or are undertaking more systematic skills audits to identify their gaps.

Many councils are engaged in joint skills development with their partners and external service providers in children's services and in adult social care. Some councils have set up public services academies with their partners and neighbouring authorities. A Total Place approach to skills development programmes could help to reinforce integrated working practices across all aspects of local strategic partnerships' activities, as well as reducing costs.

A few councils are reducing costs by sharing high-level or specialist skills, such as organisational development or business process improvement or strategic commissioning expertise and some are developing local centres of excellence or regional/sub-regional expert teams.

Many councils have made a 'Skills Pledge'²⁸ where an employer undertakes to support their staff in developing basic literacy and numeracy skills (skills for life) and in attaining their first level two qualification. However, reduced access to 'Train to Gain'²⁹ funding has meant many public sector employers have not been able to consistently deliver on these promises. Many councils have recognised that improving the skills for life of frontline workers has a positive impact on the quality of service delivery. These councils have mainstreamed qualification attainment and the raising of literacy, language and numeracy as key parts of their workforce development despite reduced funding from government.

Many councils are linking their role as major local employers to their roles in leading economic development, in commissioning services and in leading the 14–19 agenda. These councils are joining up the skills development action they are taking as employers to their work with partners to develop the skills of the whole community.



28 <http://inourhands.lsc.gov.uk/employers-pledge.html>

29 www.traintogain.gov.uk/

Some of the critical skills that councils need for success

Skills for senior and middle managers:

- achieving value for money, outcome focused services (including maximising productivity)
- organisational transformation (including employee engagement and cultural change)
- partnership working
- community engagement
- programme and project management
- business process improvement
- two way communication
- fostering innovation.

Skills for all managers:

- managing in a partnership context
- change management
- people management, including employee engagement
- performance management (including maximising productivity and managing rewards)
- managing and promoting diversity
- financial management (including achieving value for money)
- maximising the use of technology
- two way communication
- resilience/stress management
- risk management
- commercial acumen.

Skills for key specialists:

- organisational development
- strategic commissioning
- procurement
- client side management
- customer relations analysis and management.

Skills for all staff:

- customer care skills (including dealing with internal customers)
- ICT skills
- skills for life/basic skills (eg literacy, numeracy).

Key areas for action

For councils (working with their partners, external service providers and other authorities, where relevant):

- defining their most important current and future skills needs and taking effective action to attract, develop or share these skills.

For regional bodies (working with partners, such as sector skills councils' regional leads, and key regional public sector partners):

- supporting councils in achieving excellence and value for money in skill development
- offering regional and sub-regional programmes, where required
- encouraging the setting up of cross public services skill development programmes
- supporting the setting up of centres of excellence or expert teams to enable the sharing of specialist skills.

For national bodies

IDeA and LGE will work with the relevant sector skills councils, the new Skills Funding Agency³⁰, government departments, trade unions and others operating nationally, to make sure, as far as possible, that national skill development initiatives are coordinated, relevant and effective.

The Department of Health has recently set up a National Skills Academy for Social Care to support training, development and career progression in adult social care in England. The Skills Academy will complement the existing organisations within the sector, identifying gaps, transforming provision and promoting excellence in skills development, learning support and training practice in social care.

For more details see: www.nsocialcare.co.uk

³⁰ www.dius.gov.uk/further_education/fe_reform/skills-funding-agency-transition

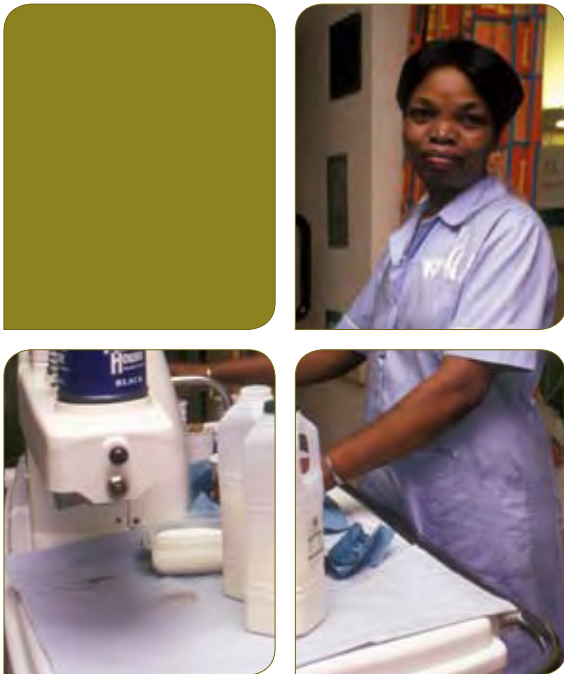
Performance measures and targets

Performance measure

The percentage of councils reporting critical gaps in the skills that they need for future success.

Target:

- the percentage of councils reporting significant gaps in critical skills is reducing year on year and is less than 10 per cent for all critical skills by March 2012 and less than 5 per cent by 2014.



Priority themes and actions

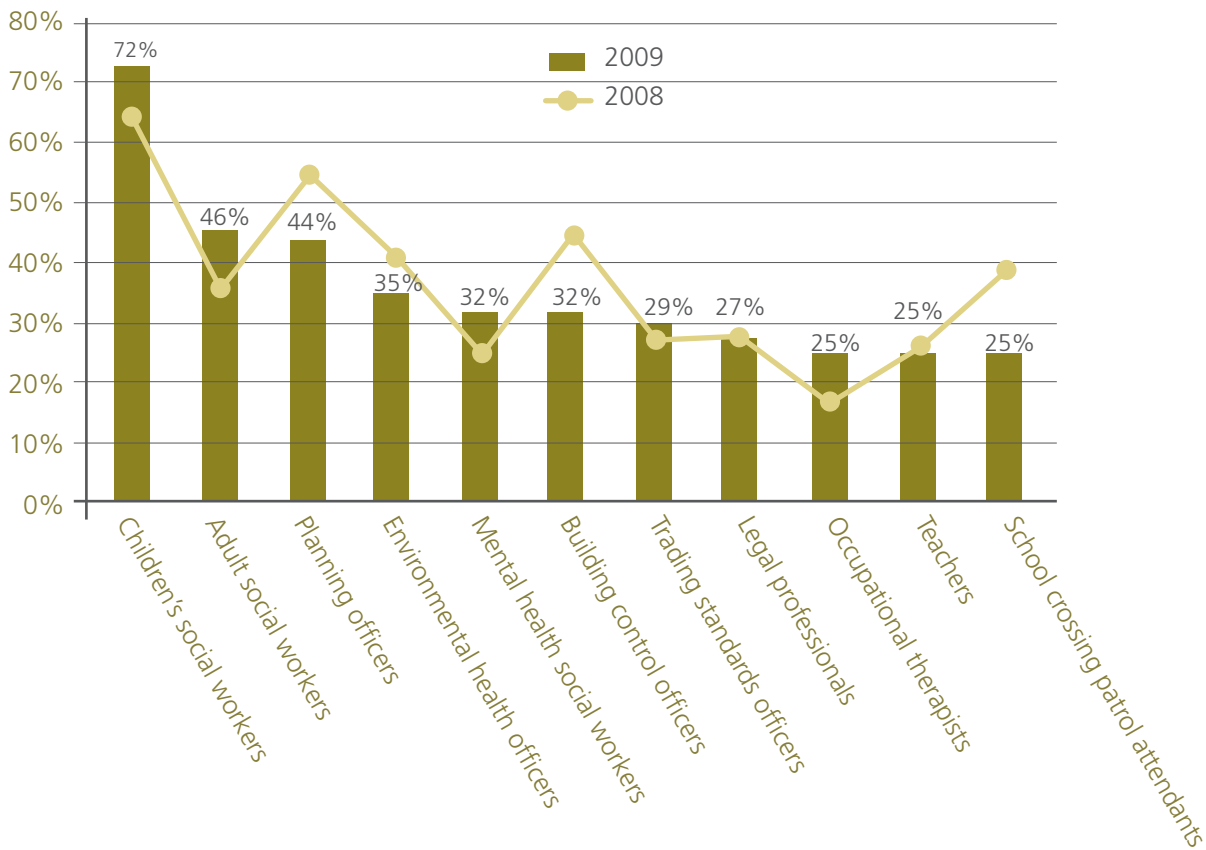
Recruitment and retention

With partners, taking action to: recruit and retain the right workforce; address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues.

As many councils are reducing the numbers of staff they employ, there is an increased need to focus on retaining the right people with the right skills and attitudes needed to achieve the authority's strategic ambitions. When reducing posts, it may seem easier to freeze vacant posts or to offer voluntary redundancies to staff who want to leave. However, the experience of the previous recession was that many councils ended up in difficulty because they lost people with the key skills that they needed.

It is also important that trainee posts are not seen as an 'easy cut'. The occupational skills shortages that local councils have suffered over the last few years were partly caused by many councils cutting their trainee schemes when resources were tight in the early 90s.

Figure 2: This graph sets out top 10 occupations with the highest percentage of authorities reporting recruitment difficulties in 2008 and 2009



Occupational shortages

Between 1995 and 2004, councils' occupational skills shortages increased, year on year. Since 2004 these shortages have decreased year on year. In 2004, 93 per cent of councils had recruitment difficulties in some occupational areas. In 2009, it came down to 52 per cent, with 81 per cent of upper tier authorities reporting recruitment difficulties, but only 29 per cent of districts³¹.

The number of areas of occupational recruitment difficulties per authority peaked in 2004, at 16.3 per authority. It dropped to 7.9 in 2008 and has risen slightly in 2009 to 9.3 (with upper tier councils reporting an average of 13 areas of difficulty and districts 3.5).

The biggest area of recruitment difficulties for upper tier councils continues to be children's social workers, the most significant recruitment problem for many years. There has also been an increase in the difficulties upper tier councils are reporting for the recruitment of adult social workers, mental health social workers and occupational therapists. In planning, environmental health, building control and school crossing patrols, the number of councils reporting recruitment difficulties has dropped. For trading standards, legal professionals and teaching it has stayed about the same³².

The government's Social Work Reform Board, the Children's Workforce Development Council and other key stakeholders are taking action nationally to address social work recruitment and retention issues, supported by the LGA Group.

Many social workers are choosing to work for agencies or other employers, rather than work directly for local councils. Councils need to consider what more they can do about issues like workload, working conditions, skilled administrative support and flexibility, to attract social workers to work directly for them. Councils also need to ensure they are contributing to practice learning for social work students, to support sufficient numbers of new social workers in obtaining qualifications.

Occupational skills shortages can lead to counterproductive competition between authorities, pushing up salary rates. Councils, their partners and regional bodies need to work together to anticipate and tackle the key occupational shortage areas. They need to be prepared if economic recovery creates increasing recruitment difficulties in areas such as planning.

In the Workforce Survey 2009, many councils reported that they were taking action to address their potential occupational shortages:

- 89 per cent offer grow your own schemes
- 76 per cent offer apprenticeship schemes
- 66 per cent have redesigned jobs
- 26 per cent run positive action trainee schemes³³.

The IDeA website provides information on what action is being taken nationally to address local government's key occupational skills shortages³⁴.

Workforce planning

In 2008, 46 per cent of councils reported that they were incorporating workforce planning into their service planning processes across the authority, and 37 per cent reported they were doing this in some services.

Workforce planning works best in service areas, led by the service managers. This can then be supplemented by corporate workforce planning in relation to generic workforce issues.

Workforce planning processes need to be led by services managers, not by human resource specialists. They need to be simple and workable, not highly technical. They need to identify the critical workforce issues, rather than try to be comprehensive. They need to lead to action, not just be about data gathering.

The essence of workforce planning

Workforce planning is essentially about managers considering:

- What sort of workforce do we need to achieve the service's/council's/partnership's key objectives?
- How does the current workforce compare to what we need? (e.g. skill shortages, attitudes, diversity, age profile)
- What is the context? (e.g. changes in the local labour market)
- What are we going to do to develop, attract and retain the workforce we need to be successful?

Then putting in place an effective programme of action to address the critical workforce issues they have identified³⁵.

31 LGAR Workforce Survey 2009

32 LGAR Workforce Survey 2009

33 LGAR Workforce Survey 2009, see: www.lga.gov.uk/lga/core/page.do?pagelid=1956067

34 See www.idea.gov.uk/idk/core/page.do?pagelid=6384991

35 For more information about effective workforce planning updated in Dec 2009 see www.idea.gov.uk/idk/core/page.do?pagelid=5448611

Despite the recession and downsizing in many professional areas, skilled staff are approaching retirement, so councils still need to look ahead to make sure that they will have enough people to run their future services.

Authorities' ability to predict future needs is made more complex by downsizing. But, in some areas, needs are clear. For example, it is clear that the demand for social carers, employed by the council or by its partners and service providers, is going to continue to grow. Social workers are also likely to continue to be difficult to recruit, and more trainee posts are needed in this area to cope with those retiring in the near future. As the economy picks up, it is likely that more planners will be needed.

The need to cut resources significantly provides a 'burning platform' for redesigning jobs, to make the most of more expensive skilled professional staff by providing more para-professionals or skilled administrative jobs.

Effective workforce planning and offering more flexible contracts can reduce costs and improve service quality by reducing authorities' dependence on agency staff. Many councils have saved significant sums by managing their use of agency staff better.

In 2008, 7.9 per cent of the local government workforce in England and Wales came from BAME communities. Many councils have not yet achieved a workforce profile that reflects their local community, so are missing out on the potential benefits such workforce diversity would bring. In authorities that are doing little recruiting, improving this position will be challenging in the short-term, but they need to consider what they can do in both the short-term and in the long-term.

Supporting local action on unemployment

Tackling local unemployment is a Local Area Agreement (LAA) priority in most local areas. Reducing the numbers of 16 to 19 year olds not in employment, education or training is the top priority overall for LAA agreements. LAA priorities were agreed before the recession, so the need to take action to help unemployed people find work is even more important for most councils now.

Leading councils are linking the action they are taking to develop their workforce with their economic development strategy. Over 100 authorities are using the Jobcentre Plus 'Leading By Example' tool to help them work out how they can do this³⁶. Jobcentre Plus also has a wide range of services and incentives, and work with councils to help them fill their vacancies and support them in taking on people who may have more difficulty in finding jobs, such as people who have been unemployed for some time.

In December 2009, Jobcentre Plus reported that 72 per cent of authorities had signed up to Local Employment Partnerships. And in the Workforce Survey 2009:

- 67 per cent reported that they have schemes to support unemployed people to apply for jobs
- 63 per cent reported that they have schemes to support disadvantaged people gain entry to employment in authority³⁷.

Many councils are expanding their apprenticeship schemes to provide local young people with a training opportunity. As far as possible, councils should try to set up apprenticeships in areas where there are likely to be job and career opportunities for those completing the apprenticeship scheme.

Key areas for action

For councils (working with their partners, external service providers and other authorities, where relevant):

- identifying key future occupational skills requirements and taking action to address these (for example by promoting key future jobs and careers, organising apprenticeship and trainee programmes, student placements and operating skills pathways)

³⁶ See https://www3.jgpskills.co.uk/leadingByExample/Public/Report.ashx?r=12003_1

³⁷ LGAR Workforce Survey 2009

- linking the action they are taking to tackle local unemployment with action on their internal workforce issues.

For regional bodies (working with regional partners, such as sector skills councils' regional representatives and public sector partners, where relevant):

Putting in place effective action to support councils and their partners in attracting and developing sufficient numbers of people to work in local government services including ensuring that:

- councils are supported in addressing their key skill shortages and in undertaking workforce planning
- key future jobs and careers are effectively promoted regionally
- sufficient course places exist in local universities and colleges to meet future demands.

For national bodies

IDeA and LGE will work with government departments, sector skills councils, professional associations, public sector partners and trade unions to support councils in addressing current and future recruitment and retention challenges. This includes:

- working with the Regional Employers, providing advice and support to councils in downsizing, while retaining the key skills they will need to achieve their ambitions
- promoting local government careers, and the national graduate development programme, linking national promotions of local government careers to regional and local recruitment websites
- encouraging and, where possible, supporting government departments and sector skills councils in taking effective action to tackle local government's key national skills shortages
- galvanising effective action to address key national occupational skills shortages in areas where there is currently little or no action
- informing councils about national action to address key skill shortages.

For more details see: www.idea.gov.uk/recruitment

Performance measures and targets

Performance measure

The percentage of councils reporting key occupational shortages.

Target:

- key occupational shortages continue to reduce year on year with no occupational shortages being reported by above 50 per cent of councils by March 2012 and by less than 30 per cent by March 2015.

Performance measure

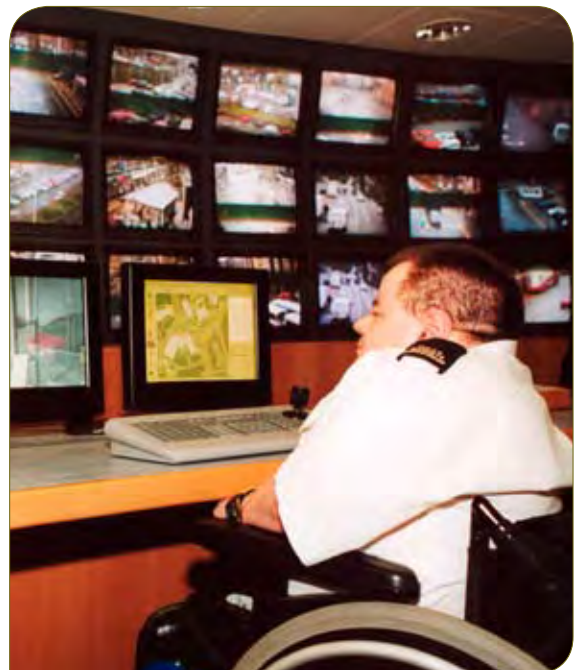
The number of apprenticeships created in or by local government, working with its partners

Targets:

- achieve 15,000 apprenticeships/traineeships in local government by March 2011
- the number of apprenticeships that local government helps to create (both those directly employed, and those employed through partners and service providers), continues to grow year on year.

Performance measure and target:

Local government continues to be in the top 40 of the Top 100 Graduate Employers of Choice annual survey.



Priority themes and actions

Pay and rewards

Implementing effective approaches to reward the workforce while controlling employment costs to reflect budget and efficiency requirements, as well as new ways of working and innovative working patterns. Encouraging a total reward approach to promote high performance.

Since the 2004 national pay agreement, councils have been experiencing various degrees of success in modernising their pay and reward systems. For many councils, the reform agenda has been delayed or diverted by the need to focus on equal pay issues, meaning that attempts to address other issues have been piecemeal.

The new financial situation means that the focus on pay and reward reform has shifted to long-term cost control and reduction with some difficult choices becoming inevitable.

Councils want to extract every ounce of value from their pay bill which on average accounts for 50 per cent of a council's budget and amounts to some £55 billion overall. This will require a concerted effort to rethink approaches to rewarding staff.

In practice, there will be three aspects to such an approach nationally and locally:

- making a sustained effort to ensure cost reduction to a lower sustainable level, followed by vigilance over cost control
- building a stronger link between contribution and pay progression
- developing a renewed effort to introduce a total reward approach that helps to ensure that employees are engaged and motivated during this challenging period.

The broad aim must be that, as well as ensuring equal pay, local pay structures help to recruit, retain and motivate the best people and to provide a focus on the council's priority outcomes. This is key to improving the quality of service delivery but needs to be done without entailing heavy and/or uncontrolled increases in costs.



Pay and contribution

To both save costs and improve performance, local government needs to achieve significant change in the operation of pay and reward systems. This will require local and national action.

In 2009, only:

- 20 per cent of councils operated a competency based pay progression system and this covered only 3 per cent of the workforce
- 6 per cent operated a contribution related pay progression system covering just 2 per cent of the workforce
- 18 per cent a hybrid system covering 15 per cent of the workforce.

At present, many councils' pay and benefits schemes operate on the basis of an entitlement culture in which, for example, it is assumed that increments will only be withheld if performance is exceptionally poor. As part of wider action to improve performance, councils may want to consider whether it is timely to move to a system where pay progression only occurs if performance is good (once an employee has gone beyond the learning and developmental phase of any grade).

Councils would benefit from adopting a much clearer process for pay progression, including making sure that incremental progression is based on a full performance assessment. This would mean that employees will no longer be entitled to certain automatic benefits but will see that considerable opportunities are available to earn rewards for good performance. To operate this successfully, managers would need to be equipped with the skills to determine employees' rewards fairly.

Total rewards

In 2009, 10 per cent of councils reported that they had implemented a total rewards approach and another 18 per cent said that they were planning to in the next two years. More councils could enhance staff motivation and retention by introducing a total rewards approach – or at least the key elements of such an approach that would be suitable for their local circumstances.

At its most basic, a total rewards approach involves having a conversation with staff about their reward preferences and providing them with a clear statement of the value of all the rewards they receive, including personal development and flexible working. It also involves refreshing and highlighting

the range of non-cash benefits available to staff. There is much more to a fully developed approach than is described here, but councils should think about the most viable approaches in a context of restricted budgets.

A total rewards approach includes demonstrating the value of the local government pension scheme to employees and potential employees. Although the scheme remains under close scrutiny, along with other public sector schemes, it is likely to continue to be an important staff benefit. The debates about how the scheme will operate in future should help councils to provide clarity about the value of the pension in the context of a total package.

Partnership working

Many councils are confronting the challenge of how to develop deeper and more effective partnership arrangements with groups of staff from different organisations employed on different terms and conditions working together.

In some cases, harmonisation of terms and conditions will be an important priority because of business and cost considerations. However, harmonisation comes with considerable contractual and cost implications and is therefore unlikely to be a priority in the short-term in most cases.

At the national level, Local Government Employers will continue to explore the challenges and possible solutions in discussions with other public sector employers. In the meantime, councils need to find ways to encourage staff to work together on the basis that integrated working improves both services and outcomes for service users as well as saving costs. Secondment type models can be helpful in terms of business and career development across wider structures because it can allow the potential for smoother movement between different organisations. However, care must be taken to understand the legal questions over long-term secondments.

Councils should look to develop approaches that suit their local circumstances. In Knowsley, for example, the council and the primary care trust have successfully formed a virtual health and social care organisation while keeping most staff on separate terms and conditions³⁸.

³⁸ For more details about Knowsley see: www.idea.gov.uk/idk/core/page.do?pagelId=6462772

Rewards for top managers

The pay of chief executives and other senior officers has been heavily debated during the economic downturn. The important aspect of the local government framework is that it emphasises the responsibility of individual councils to develop their own reward packages to suit business needs and market circumstances.

It is vital however that rewards should be developed in a more open and accountable way, so that taxpayers know what they are paying for. Councils need to review their reward mechanisms and think urgently about introducing remuneration committees, as described in the LGE report *'Setting rewards for top managers'*, if they have not already done so. The 2009 Workforce Survey shows that 32 per cent of councils have already introduced remuneration committees.

Key areas for action

For councils (working with their partners, external service providers and other authorities, where relevant):

- as part of a comprehensive review of the whole organisation to identify areas for sustainable savings, undertaking a review of pay and reward costs
- completing single status reviews and implementing new pay structures
- exploring the best ways to develop a total rewards approach
- ensuring that pay systems are regularly monitored for equal pay compliance
- reviewing senior reward mechanisms
- exploring suitable reward arrangements for staff involved in partnership arrangements
- ensuring the scope and quality of workforce-related data to assist with performance management and cost control.

For regional bodies:

- identifying shared regional needs for advice and support
- continuing support on implementing single status
- supporting the development of local pay and rewards frameworks
- supporting councils in keeping their pay bills under control by anticipating and addressing potential risks
- acting as a conduit for feeding local views to the national level.

For national bodies

Local Government Employers' (LGE) priorities are:

- ensuring that growth in basic pay is sustainable in the new budgetary context
- offering advice and support to authorities as they seek to control employment costs
- developing thinking and advice on total rewards implementation
- ensuring that the new pay and conditions framework for schools support staff develops in a way that meets local authority needs
- working to develop and agree proposals for enhancing the career framework for social workers within the current national pay arrangements
- providing advice on workforce issues in partnership working
- providing advice on setting top pay
- continuing to advocate local employer interests in the debate about the future of pensions
- ensuring that the national negotiating machinery offers relevant solutions to employers in delivering their objectives.

Performance measures and targets

Performance measure

Percentage of councils introducing new pay structures

Target:

- 100 per cent by March 2011.

Performance measure

Percentage of councils introducing or planning a total rewards approach.

Target:

- 65 per cent by March 2011.

Performance measure

Percentage of councils completing a review of senior reward strategy and mechanisms.

Target:

- 70 per cent by March 2011.

Delivering and developing the strategy

The Local Government Workforce Strategy will be led and overseen by the LGA HR Panel³⁹. The principal mechanisms for delivering the strategy are outlined in the areas for action, priorities and performance targets set out in the previous section.

In addition, the Local Government Association Group (LGA, IDeA, LGE, the Leadership Centre for Local Government, the Local Authorities Coordinators of Regulatory Services and Local Partnerships) perform an important supporting, facilitating and reinforcing role.

Nationally our aim is to encourage all councils to identify their key current and future workforce challenges and take effective action to address them. To achieve this, we will work closely with key national stakeholders, such as the Department for Children, Schools and Families, the Children's Workforce Development Council, the Department for Health and Skills for Care, other public sector partners such as the NHS and the police, to join up the key national workforce initiatives wherever possible, including linking up with initiatives to support the implementation and development of the Children and Young People's Workforce Strategy 2020 and Adult Social Care Workforce Strategy. We will also work with regional bodies to make sure there continues to be effective support in place in all regions.

Progress will be reviewed annually by the LGA HR Panel⁴⁰. Feedback will be sought through the annual Local Government Workforce Survey, through consultation with regional bodies and directly with authorities.

A revised and updated Local Government Workforce Strategy will be produced in three to five years time, or more quickly if circumstances change significantly.

³⁹ A proposal is going to LGA Group conference 2010 that workforce issues should become the responsibility of a new LGA Workforce Board.

⁴⁰ Or a new LGA Workforce Board, if agreed by LGA Group conference 2010

The leadership challenges

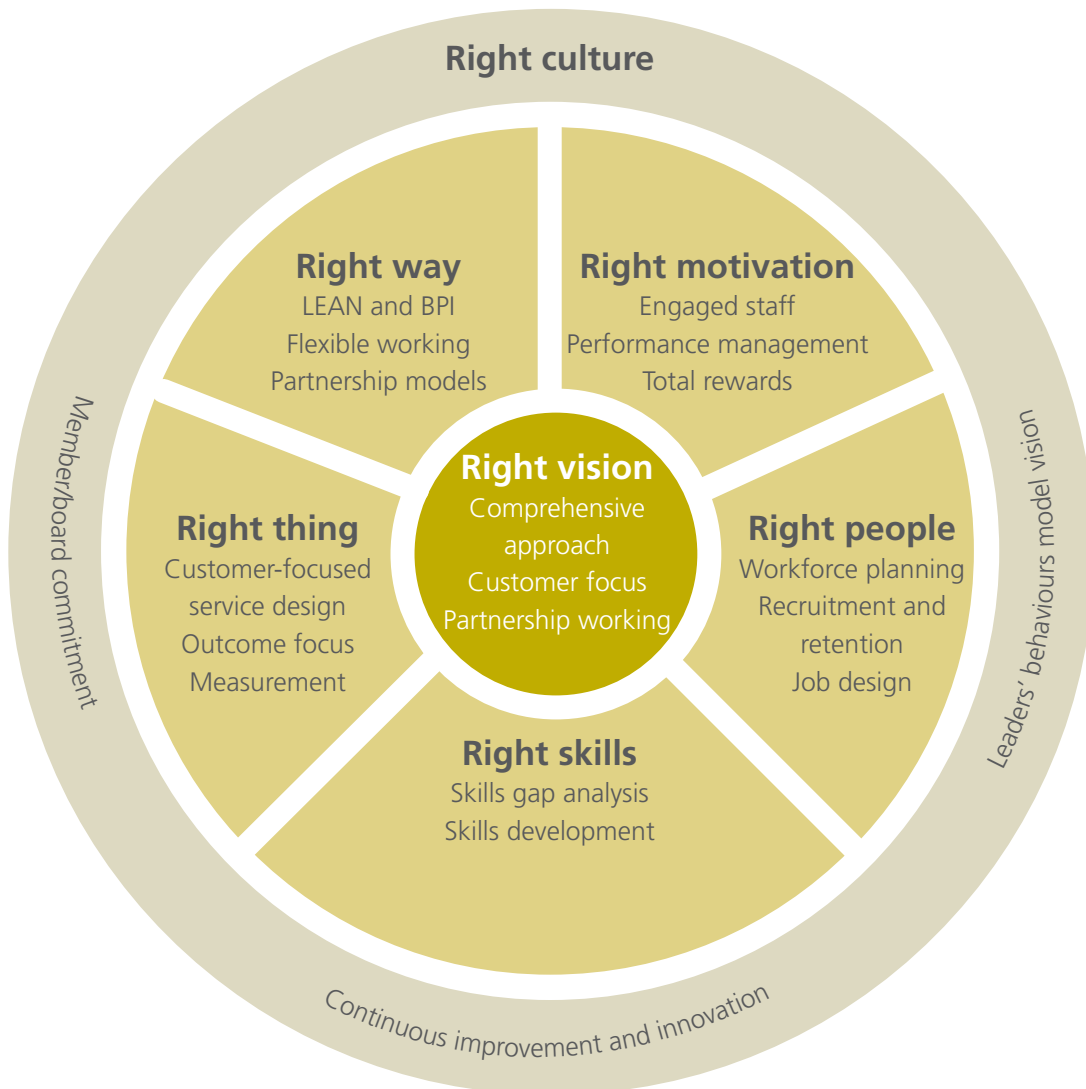
Council Leaders and Chief Executives. Are you confident that:

- Your workforce has the skills, motivation, flexibility and diversity you need for future success?
- Your workforce fully understands your strategic ambitions and priorities?
- You are maximising productivity by getting the best out of your workforce?
- You have identified your critical current and future workforce challenges and you are taking effective action to address these?

Increasing productivity

The IDeA and the Regional Improvement and Efficiency Partnerships (RIEPs) developed the organisational productivity framework to support authorities in getting the best out of their workforce. Some authorities have begun to use the framework as the basis for assessing their current positions and for developing their local workforce strategies. It can also be used across partnerships.

For more details about the framework including case studies, see: www.idea.gov.uk/productivity



Summary of actions for councils to consider

(working with their partners, external service providers and other authorities, where relevant):

Organisational development

- identifying and addressing the workforce dimensions of organisational transformations
- anticipating and effectively tackling their critical current and future workforce challenges
- taking action to maximise organisational productivity, including developing an organisational culture that encourages innovation
- operating human resources and diversity best practice and rigorous performance management, while actively demonstrating their concern for staff wellbeing.

Leadership development

- supporting their political and managerial leaders and partnership boards in developing the leadership skills to tackle new challenges
- fostering the development of leadership skills and leadership behaviours at all levels in the authority and across public sector partnerships
- taking effective action to attract, develop and retain the political and managerial leaders of today and tomorrow
- taking effective action to increase the percentage of leaders from diverse backgrounds.

Skills development

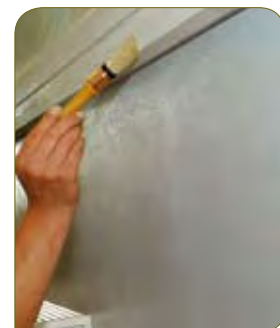
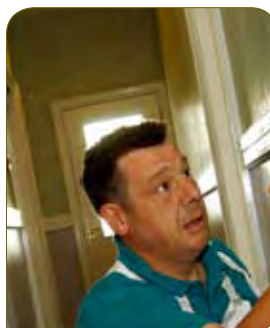
- defining their most important current and future skills needs and taking effective action to attract, develop or share these skills.

Recruitment and retention

- identifying key future occupational skills requirements and taking action to address these (for example by promoting key future jobs and careers, organising apprenticeship and trainee programmes, student placements and operating skills pathways)
- linking the action they are taking to tackle local unemployment with action on their internal workforce issues.

Pay and rewards

- as part of a comprehensive review of the whole organisation to identify areas for sustainable savings, undertaking a review of pay and reward costs
- completing single status reviews and implementing new pay structures
- exploring the best ways to develop a total rewards approach
- ensuring that pay systems are regularly monitored for equal pay compliance
- reviewing senior reward mechanisms
- exploring suitable reward arrangements for staff involved in partnership arrangements
- ensuring the scope and quality of workforce related data to assist with performance management and cost control.



LGA Group

Local Government House
Smith Square
London SW1P 3HZ

telephone 020 7664 3131

facsimile 020 7664 3030

email info@lga.gov.uk

www.local.gov.uk

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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.

I&DeA LACORS LGE



Local  Partnerships