

Productive People – Supporting and Developing the Local Government Workforce; Update on Development of the Strategy

Purpose

For information and final approval.

Summary

This report notes that the LGA's national workforce strategy Productive People has been signed-off by senior officers and prepared for publication. Members are asked note the content of the strategy (which is attached as an annex) and to give final approval for publication.

Recommendation

That the LGA Resources Board note the report and endorse publication of the strategy.

Action

As directed by members.

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Productive People – Supporting and Developing the Local Government Workforce; Update on Development of the Strategy

Background

1. Early in 2018, the LGA committed to identifying the key national pay and workforce strategic priorities for local government, having last produced a strategy some eight years ago. In order to develop the new priorities we undertook an extensive on-line consultation exercise under the banner *Great People for Growing Places*. We also reviewed our available workforce data and had extensive conversations with Government, professional organisations and senior officers. The key principles in *Great People for Growing Places* were discussed and approved by Board members at the time
2. We have now prepared a document on the strategic priorities for the local government workforce entitled *Productive People - Supporting and Developing the Local Government Workforce* (**Appendix A**).
3. The document includes an agreed national vision for the workforce over the next ten years, a series of five key routes for delivery of that vision, a set of immediate priorities for action and a summary of help and support that the LGA is either already providing or is committed to.

The Overall Vision

4. The national vision aims for a workforce that is:
 - 4.1 **productive** – affordable, effective, efficient, motivated, flexible and able to thrive in the digital world;
 - 4.2 **joined-up and collaborative** – working in adaptable structures and teams that are properly integrated across all the different organisations providing services on a partnership basis;
 - 4.3 **involved in co-designing and co-creating user-focused services** – so that the ideas and experience of the people most involved in services day to day can be fully utilised in ensuring that their work is focused on what users really need within budget constraints;
 - 4.4 **truly valued and respected** – supported throughout the stages of life and career and able to enjoy good quality benefits as well as fair pay; and
 - 4.5 **diverse** – reflecting the communities it serves and making use of all the talent in those communities.

Priorities for future work

5. As well as the overall vision the strategy includes five key routes for delivery of shared aims:
 - 5.1 **great leadership** that is visionary, ambitious and effective and the development of leadership skills at all levels;
 - 5.2 **organisational change and development** that is focused on people, their wellbeing and resilience;
 - 5.3 **skills development** that is truly innovative and focused on combining organisational and individual needs;
 - 5.4 **improved recruitment and retention** outcomes based on proper planning and use of best practice techniques; and
 - 5.5 **pay and reward** systems that attracts and retains talent, motivating and helping people throughout their careers
6. Much of the document involves a detailed outline of the priorities for immediate action that were identified under each of the five delivery routes as a result of our consultation and research. The LGA's current and developing support offer is also outlined.

Immediate Actions

7. Each one of these priorities is a challenge, though they are familiar and considerable efforts have been put into them already. The sector needs to take stock of what to do next and we will continue to report on the issues. The immediate step for us will be to publish a report setting out the strategic vision and priorities, with recommendations for councils and action commitments for the LGA. We will follow this with updates on our work programme in the coming months.

Implications for Wales

8. Steps are being taken to ensure that Welsh authorities are able to benefit from our strategic work priorities through discussions with the WLGA.

Financial Implications

9. The outlined activities are within the work programme and therefore have been budgeted for.

Next Steps

10. Members are asked to note the report and endorse publication. Officers will continue to update the Board and discuss priorities over the coming meeting cycle.