

Leadership & Localism: Update on recruitment to NGDP, Leeds Castle and Next Generation programmes

Purpose of report

For discussion and direction.

Summary

Recruitment to the 2012 (Cohort 14) intake to the National Graduate Development Programme (NGDP) is now being completed with a significant increase in both the number of trainees being taken on and the number of councils engaged.

Participation in Cohort 9 of the Leeds Castle programme is being finalised - the provisional list is weighted slightly more to politicians than to officers compared to the previous year.

All party groups continue to show interest in the Next Generation programme.

Recommendation

The Board is asked to note the composition of the 2012 programmes.

Action

Officers to take forward in line with Members' direction.

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Background

1. The Leadership and Localism team run a series of leadership development programmes with an annual intake.
2. The National Graduate Development Programme (NGDP) has an annual intake which varies according to the number of places councils can offer. Trainees are employed by participating councils for a period of 2yrs and undertake a series of projects and placements to help develop their leadership and management skills. They also undertake a development programme leading to an ILM Certificate (Level 7) in Strategic Leadership
3. Leeds Castle is a programme aimed at Council Leaders and Chief Executives with the potential to develop both as leaders of their communities and as leaders of the wider local government sector.
4. Next Generation is run on a party group basis with separate cohorts and providers for each party group. The objective is to develop new and young councillors with the potential to become political leaders in the future.

The issue

5. Although recruitment processes vary the take-up of all programmes is monitored to ensure that:
 - 5.1 sufficient numbers are recruited to make the programme viable;
 - 5.2 the right mix and level of participant is achieved; and
 - 5.3 we are engaging with a wide range of councils across all regions.

National Graduate Development Programme (NGDP)

6. In January 2012 we reported on the significant changes to the NGDP in both the recruitment and assessment process and the development programme the trainees undertake. We also reported in March that we were actively promoting the scheme to councils to increase the number of councils engaged in the scheme, particularly outside the London region. In 2011 the London Boroughs accounted for over half of all the councils participating (14 out of 25 councils).

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7. For the 2012 intake (Cohort 14) three targets were set:
- 7.1 to recruit 70 trainees (compared to 47 in 2011);
 - 7.2 to increase the number of councils participating with at least one in each region; and
 - 7.3 to increase involvement outside the London region.
8. This year's intake (Cohort 14) has shown a significant increase over the previous year both in the number of councils participating and in the number of places being offered. The target of 70 trainees has been exceeded with 77 trainees currently confirmed across 42 councils (compared to 47 across 25 councils in 2011). There is at least one council in each region and London Boroughs now form 33% of all organizations participating. Table A below compares the confirmed numbers for 2012 with those of the previous two cohorts.

Table A: NGDP Confirmed Placements 2010-2012

Cohort	12		13		14	
Year of Intake	2010		2011		2012	
	Trainees	Councils	Trainees	Councils	Trainees	Councils
Total	82	44	47	25	77	42
East Midlands	5	3	0	0	5	2
East of England	6	3	2	1	11	8
London	38	18	30	14	34	14
North East	2	2	2	1	1	1
North West	9	4	2	2	1	1
South East	7	4	6	3	12	1
South West	4	3	2	2	4	3
West Midlands	3	2	0	0	1	1
Yorks & Humber	8	5	3	2	6	3
National Bodies	0	0	0	0	2	1*

* The LGA

9. In addition two further councils (one in London and one in the North West) have expressed interest in taking a trainee each. These have not been included in the figures above.
10. A further development has been four councils (including a Welsh council) expressing interest in sending locally recruited graduates on the development programme. This could bring in up to seven additional trainees and give an option that could be promoted more actively in future years provided we can ensure that the recruitment criteria used are comparable to those we use.
11. The current position then is that the NGDP has met all its recruitment targets for Cohort 14 and exceeded the target number of trainee placements. The final position is likely to match if not exceed the numbers for Cohort 12, the last one to be recruited under the old scheme.

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Leeds Castle

12. Participants for Leeds Castle are nominated by the political group offices, principal advisers and alumni. The agreed nominees are then invited to apply by letter and then have a telephone interview using the knowledge of the delivery team to assess suitability for the type and style of programme. The programme is then designed to meet the specific needs of the participant group.
13. In their letter of application the nominees set out:
- 13.1 An explanation of what they hope to get out of the programme – personally and professionally – and how this would be applied to their wider organisation and the local government sector.
 - 13.2 An illustration of their commitment to being an active part of the programme itself and of the alumni network.
 - 13.3 Any other information that helps explain what they would like to gain from the programme and why this is right for them now.
 - 13.4 Full commitment to all programme dates.
14. The participant list for the 2012 programme (Cohort 9) is still being finalised. However, the provisional grouping is that there will again be 17 participants but the split will be 11 Councillors to 6 Chief Executives compared to a 8 / 9 split in 2011. There is also likely to be a higher proportion of women (7 women to 10 men compared to 3 / 14 in 2011). The Party Group balance of the councillors the regional spread of all participants for both years is set out in Table B below.

Table B: Leeds Castle Participants

i) Councillors By Party Group	2011 (Actual)	2012 (Provisional)	ii) All participants by Region	2011 (Actual)	2012 (Provisional)
Conservative	5	4	East Midlands	0	2
Green / Independent	1	2	East of England	6	5
Labour	2	3	London	1	3
Liberal Democrat	0	2	North East	0	0
			North West	2	0
			South East	5	2
			South West	1	2
			West Midlands	2	2

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Yorks. & Humber	0	1
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15. The North East is the only region not to have had a participant this year or last, however leaders from the region have participated in previous years. It should also be noted that there are significantly fewer councils in this region than in others making it a smaller pool of leaders to draw on.
16. Within the requirements of the programme we are maintaining a good cross section of both party group affiliation amongst the councillor participants and a good spread across the regions.

Next Generation

17. For the 2012 Next Generation programme we have worked closely with the political offices to promote applications and also to raise the calibre and quality of the applications. The overall position to date is that though we have had a similar number of applications overall as last year (109 compared to 107 in 2011) this is likely to increase as applications are still open for the Liberal Democrat cohort. Table C below gives a breakdown of current nominations.

Table C: Next Generation Applications

i) by Region

	Lab	Cons	Lib Dem
East of England	5	5	0
East Midlands	4	6	1
London	6	4	5
North East	1	0	1
North West	11	5	2
South East	5	5	4
South West	1	5	4
West Midlands	2	7	1
Yorks. & Humber	6	1	1
Council Unknown*	6	1	2
Total	47	39	21

ii) by Type of Council

	Lab	Cons	Lib Dem
County	0	3	0
District	12	18	6
London Bor.	6	4	5
Metropolitan	14	2	3
Unitary	9	11	5
Council Unknown*	6	1	2
Total	47	39	21

* Not all applicants named their council in their application form

18. The overall position hides variations within each of the party groups:
- 18.1 Labour:- 47 applications compared to 53 in 2011. While there were fewer applications than last year this is due to imposing new requirements on applicants with the aim of increasing the calibre and experience of the applicants and reduce the number of multiple applications from a single authority.

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- 18.2 Conservative:- Shows a significant increase in applications: 39 compared to 19 last year.
- 18.3 Liberal Democrat:- 21 compared to a total of 37 in 2011 but applications are still open so the final position could change.
19. All group cohorts will need to go through a selection process. The Labour and Conservative groups have each agreed on a maximum of 20 participants for their cohorts while the Liberal Democrats have set a maximum of 15.
20. Significant steps have been taken to increase engagement and participation in the programme. Nominees have been received from all regions and types of councils. The only obvious concern is that only two nominations in total have been received from the North East region (the next smallest being Yorkshire & Humber with eight), though as with the Leeds Castle programme this may be because of the comparatively small pool of councillors.

Conclusion and next steps

21. All three programmes have made significant efforts to increase engagement and participation while at the same time seeking to protect the quality, mix and profile of the participants to ensure they are suitable for the programme.

Financial Implications

22. There are no financial implications for the current year that cannot be met from within the allocated budgets. There may be some implications for NGDP in 2013/14 when Cohort 14 commence their development programme because of the higher than planned number but again we would seek to accommodate these with the budget.