

Item 5, Annex 3

LG Group Business Plan 2011/12
Workforce Programme Plan Summary

Impact by 31/3/2012 – what will success look like	Deliverables 2011/12
<p>Councils helped to develop a productive, flexible, skilled and appropriately structured workforce</p>	<ul style="list-style-type: none"> • Sharing existing good practice and supporting the development of new initiatives to reduce workforce costs responding specifically to the key findings from the place based productivity programme, workforce and skills theme in 2010/11 • Facilitating learning and sharing of practice on the key workforce priorities for councils by delivering a vibrant workforce community of practice utilising the LG Group’s Knowledge Hub platform • Providing practical advice and guidance on more flexible ways of working through changing patterns of work and the range of activities individuals undertake • Providing practical advice and guidance on managing a diverse and ageing workforce, whilst remaining an attractive employer to new recruits so the council workforce reflects its community • Supporting councils in delivering apprenticeships and other opportunities for young people • Ensuring the sector develops the skills it needs, particularly in areas where there are skill shortages that effect service delivery or where new/joint services are being developed • Advising councils on managing the workforce changes needed to deliver fit for purpose public services including: helping councils with transition of services for example from public health, the development of place based approaches to workforce issues, practice on organisational design/delaying, support to councils on outsourcing services, establishing social enterprises/mutuals and workforce aspects of lean and business process re-engineering • Advising councils on how to effectively improve employee engagement • Helping and advising on other initiatives by providing workforce/HR expertise, in particular supporting the new peer challenge process
	<ul style="list-style-type: none"> • Leading national pay and conditions bargaining that represents councils as employers and

Item 5, Annex 3

<p>Councils supported by an affordable and flexible pay, reward and conditions system</p>	<p>delivers sustainable pay outcomes</p> <ul style="list-style-type: none"> • Maintaining the most flexible pay system in the public sector, able to respond to changes in local labour markets • Articulating the strategic approach to pay across the sector to central government, the media and other public sector employers • Working with trade unions nationally to manage industrial relations better within the sector • Helping councils better align pay to contribution and with effective approaches to performance management • Advising on executive pay, including on setting up and running remuneration committees, in light of Hutton review recommendations • Advising on pay strategies and total reward, which are transparent, fair and demonstrate good value for money for local citizens • Representing councils in developing an affordable and fit for purpose pension scheme in light of Hutton review recommendations • Influencing EU and national policy and providing advice and guidance on the implications of British and European employment law • Commissioning advice and support on specific issues that affect groups of councils, for example, equal pay
<p>Councils are supported to work jointly with other employers within a place to deliver better services and achieve value for money for local citizens</p>	<p>Working with leading edge councils to provide practical advice, support and guidance on:</p> <ul style="list-style-type: none"> ○ Partnership working ○ Shared services ○ TUPE ○ Different employment models ○ Good practice in managing a workforce with different employers and different terms and conditions of employment ○ Place based workforce planning and development to ensure resource optimisation for public service provision



**Workforce Programme
Board**
12 April 2011

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