

Item 4

Workforce – Strategy Team Business Planning (Jan 2013 update)

This summary plan shows a series of workforce team outputs linked to the three key LGA themes of growth, funding and public sector reform. To demonstrate the focus of these new and on-going projects for 2013-14, they have been grouped under seven subheadings.

Fundamentally, whatever the political direction taken by a council in particular economic circumstances might be, it will always be the case that the workforce needs to be properly recruited, skilled, organised, led and rewarded. The workforce programme will continue to focus on these core requirements in the medium-longer term.

The interventions, support and services provided to councils will range from national guidance and sharing of practice through knowledge Hub and other on-line / social media channels, to national conferences, regional workshops, seminars and in some cases direct bespoke consultancy services delivered directly or in partnership with councils or third party providers. This is a living document and the prioritisation of the activities and projects herein, although provided to all councils, should be considered when and where appropriate to local needs.

LGA Business Plan Priority	LGA Workforce Team Project Description	Senior Lead
Economic Growth, Jobs & Prosperity	<p>To enable the role of councils as employers to support/engage NEETS (those not in education, employment or training), long-term unemployed and apprentices gain work opportunities/experience:</p> <ul style="list-style-type: none"> • Identify and share how councils are supporting and enabling people into work – through more innovative practice in relation to the Skills for Growth Agenda (apprenticeships, internships, graduate recruitment etc.); and • In partnership with government agencies (e.g. Job Creation Partnerships (JCP)), local businesses and Local Enterprise Partnerships continue the Leading By 	Nigel Carruthers, Senior Advisor

Item 4

	Example on-line resource to enable learning to be shared effectively between economic development professionals and Human resource practitioners to maximise employment, redeployment and local growth strategies.	
	<p>New skills for councils' workforces:</p> <ul style="list-style-type: none"> • To support 'new' skills development (procuring, sharing and utilisation issues) in new and emerging disciplines to meet changing needs of local communities. This includes acting as the liaison on a range of cross LGA programmes / support initiatives including demand-led management, community budgets, public health, procurement, commercial/business acumen etc.; • Recruitment and Redeployment skills – develop a range of support tools to help line managers in councils improve recruitment decision-making; and • Leadership skills – working with SOLACE and other partners to deliver a research project to develop the core leadership competencies needed in local government over the next three years. 	Nigel Carruthers, Senior Advisor
Funding for Local Government	<p>New ways of generating income:</p> <ul style="list-style-type: none"> • Social impact bonds – interpreting Government pilots and guidance and developing and sharing intelligence and good practice throughout the sector to find alternative ways of funding adult social care; and • Councils 'selling' skills to other organisations/sectors – researching case studies and developing and sharing intelligence throughout the sector, providing advice and guidance to councils on the workforce implications. 	Suzanne Hudson, Senior Advisor

Item 4

	<p>Maximising the return on workforce costs:</p> <ul style="list-style-type: none"> • Employee Value Prospect (EVP) / employee engagement and well-being – leading the design and delivery of an employee engagement diagnostic tool to support them in developing management practices, process and behaviours to improve performance levels of staff; • Equal opportunities – ensuring equal opportunities issues maintains a high profile in transformation projects within the sector; • Equal pay and capitalisation – Lobbying government to ensure regulations around equal pay are fair to employers and providing information and guidance on legal aspects of applying the Government guidance; • Pay outcomes including rewards packages as a whole – supporting councils in reviewing local reward strategies proactively and ensuring they are aligned with organisational goals. Helping councils to manage top pay in line with statutory; and • Addressing issues with Chief Executives and Leaders – providing expert advice and on managing the relationship between these parties, e.g. ranging from recruitment to termination. 	<p>Luann Donald, Senior Advisor</p>
<p>Public Service Reform</p>	<p>Preparing for the future:</p> <ul style="list-style-type: none"> • Organisational redesign e.g. Layers and Spans project – leading the design and delivery of an organisational redesign tool to commissioning councils based on decision-making accountability that improves management effectiveness and 	<p>Adam Barker, senior adviser</p>

Item 4

	<p>reduces costs;</p> <ul style="list-style-type: none"> • Future Councils e.g. workforce planning (Public sector People Managers' Association (PPMA) project) – deliver tools that support councils to plan their workforce needs; • Job evaluation - ensuring that the National Joint Council Job Evaluation scheme is fit for purpose in evaluating modern roles and hierarchies in a way that facilitates change; • Social Enterprises – interpreting Government information and guidance and developing and sharing intelligence and good practice throughout the sector; • Localism act - developing a guide for Councillors to ensure they are able to play a full role in local decision making regarding pay and reward; and • Casework - supporting local authorities in the management of complex senior management casework. 	
	<p>Workforce dimension to policy changes:</p> <ul style="list-style-type: none"> • Social Care Reform and Employer Standards – leading work on the development of the national model career framework and promoting the Employer Standards to improve social work and outcomes for service users; • Public Health Reform – negotiating workforce aspects of reform requiring national decisions, including pensions, with the Department of Health and unions, and providing advice and guidance to councils, including on-going assistance after the transition phase in 2013; 	<p>Jon Sutcliffe, Senior Advisor</p>

Item 4

	<ul style="list-style-type: none">• Universal Credit Welfare Reform – policy support on workforce implications and providing advice and guidance to councils;• Responding to policy and legislative changes, e.g. Localism Act 2012 – making representation to Government on local government workforce issues arising from legislative changes, and providing advice and guidance to councils; and• Learning the lessons of public sector reorganisations – making representations to Government on good practice on managing the workforce implications of public sector reforms, and providing advice and guidance to councils.	
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