



Local Government Association

I&DeA

improvement and development agency

LGE

Local Government Employers

local government the place to be, the place to work

delivering through people:
the local government
workforce strategy 2007



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our vision



Sir Simon Milton



Sir Stephen Bullock

Our vision for our workforce is simple. We want councils to be great places to work because they are delivering great outcomes for the people and communities they serve. We want local government to be able to 'raise its game', improving both performance and efficiency, because it gets the very best from its people and it attracts and retains the very best people. We want local government to be 'the heart of the community, the place to be, the place to work'. We want high performance, citizen-centred, skilled and motivated staff, who are proud to be local public service workers.

Becoming 'the place to be and the place to work' requires us to modernise delivery practices, removing unnecessary processes or bureaucracy that waste time and stifle innovation and flexibility. We need to agree flexible terms and conditions that support innovative and responsive solutions to local needs and to develop a culture that engages staff and rewards a high performance approach to work. We need to attract and make the most of the talents from different sections of the community. We must work closely with partner organisations and encourage external service providers to offer positive employment opportunities and to contribute to developing the future workforce.

The local councils of the future will be more nimble and responsive. They will be commissioners and enablers of services and local change rather than delivering it all themselves. The workforce will be smaller and have a stronger focus on strategic commissioning, innovation, problem solving, and community engagement.

our vision

This strategy aims to support authorities in delivering the sustained transformation needed to achieve faster, fitter, more flexible, citizen focused and personalised local public services. It complements and supports the forthcoming National Improvement and Efficiency Strategy. It outlines the need for change and identifies the actions needed at a local, regional and national level.

The scale of investment and effort needs to be stepped up if local government is going to be successful in overcoming its current and future workforce challenges. All authorities and regional bodies need to play their part in making sure local government has the future workforce we need to deliver our ambitions.



Sir Simon Milton
Chairman, Local Government Association



Sir Stephen Bullock
Chair of the LGA Human Resources Panel

Is your council:

a place where people help shape the community and world around them?

a place where reputations are built and skills developed?

a place where people and services are responsive and challenges are relished?

a place where success improves people's lives, the environment and prospects for future generations?

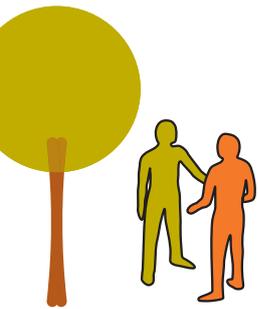
a place that encourages and rewards success?

a place that people are proud to work for?

**your local council
the place to be, the place to work**



our journey



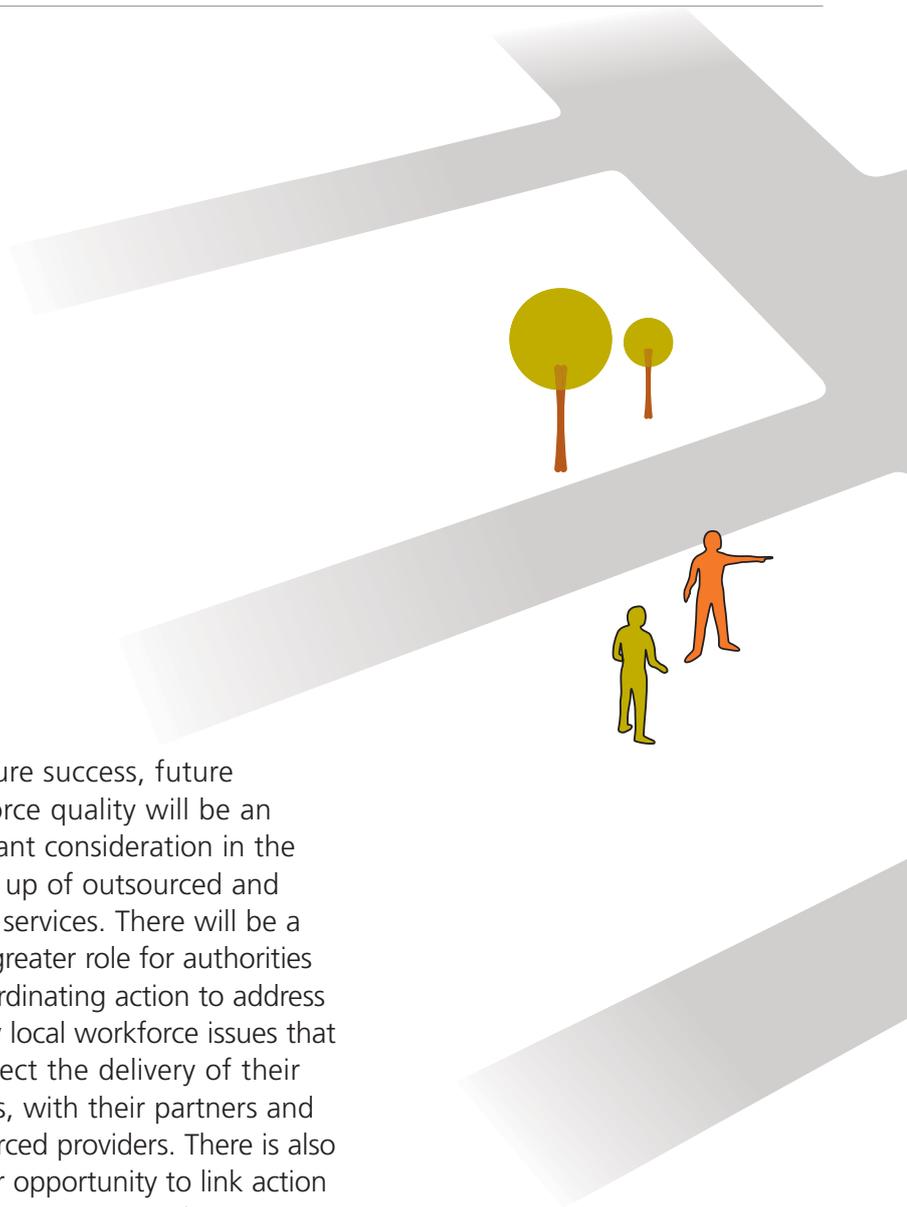
the changing strategy context...

The Local Government Workforce Strategy was launched in 2003 by the Office of the Deputy Prime Minister, the Local Government Association (LGA) and the Employers' Organisation for local government. It has always been a 'living document', updated to take account of the changing context and the learning gained from experience. In 2006, as part of devolving responsibilities, it was agreed that local government should lead the strategy, with the Department of Communities and Local Government (CLG) moving into a supportive role. The LGA, with the Improvement and Development Agency (IDeA) and Local Government Employers (LGE), took on the responsibility for leading the strategy. We have consulted extensively before producing this latest edition of the strategy.

There have been important developments since the last Workforce Strategy was produced in 2005, including the Local Government White Paper, the LGA's 'Framework For Excellence', the 2007 Comprehensive Spending Review (CSR), the new Public Service Agreement priority outcomes and the CLG Value For Money Framework. Structural and cultural changes are on the agenda for many authorities, including changes required to implement new partnership or shared services arrangements, to deal with single status, to set up a unitary or to improve two-tier working.

On a wider front, all councils, with their partners, face the challenge of leading their communities and satisfying rising customer and citizen expectations. They need to be place-shapers and strategic leaders. They need to integrate services around citizens' needs, to offer greater choice and personalisation. They face new issues such as climate change, an increasingly global economy, a growing elderly population, greater diversity, an increasing gap between the 'haves' and the 'have nots', and rising migration. They need to respond to complex cross-cutting issues such as social exclusion, poor skills, drug abuse, anti-social behaviour and the risk of social polarisation. These contextual changes, and authorities' response to them, mean changes for workforce practices, skills and jobs.

our journey



Councils face these challenges in a context of tighter resources. Authorities will need to maximise employees' performance, introducing more new technology and new ways of working, promoting innovation, changing attitudes and behaviours, and supporting staff to work in different and more flexible ways. Engaging staff positively in these changes is key to achieving sustainable improvement.

Councils also face these challenges in the context of a highly competitive labour market. Most successful organisations make attracting and retaining talent a top priority. The number of skilled jobs in the economy is increasing and the numbers joining the labour market is reducing. Every big employer is looking for people who are good at problem solving and relationship building. All service organisations are looking for people who have excellent customer care skills.

To ensure success, future workforce quality will be an important consideration in the setting up of outsourced and shared services. There will be a much greater role for authorities in co-ordinating action to address the key local workforce issues that will affect the delivery of their services, with their partners and outsourced providers. There is also a major opportunity to link action on public sector workforce issues to authorities' place shaping and economic development role.





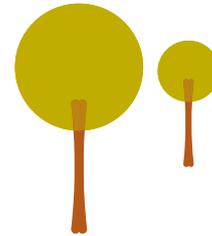
the local journey so far...

In 2003 many authorities saw managing the local government workforce as a technical issue, delegated to human resource specialists. It was assumed that the right people would be attracted to work for local government and would have the right skills and attitudes to deliver what was needed in the future. Many authorities thought that outsourcing would mean that they didn't have to worry about recruitment problems in areas such as care. There was little workforce planning and little investment in developing the future workforce. Many councils failed to tackle difficult issues such as the implementation of single status, or process and job redesign. Comprehensive Performance Assessment (CPA) revealed that a significant number of authorities had poor leadership capacity.

By 2007, local government had moved a long way. It is better prepared to face the challenges ahead. Workforce issues are now much more high profile, with much greater understanding of the importance of having people with the right skills, attitudes and commitment to achieve a council's objectives. There is widespread recognition of the importance of investment in leadership development, including growing action to develop the leaders of the future. Almost all authorities are now moving forward in implementing single status. 82 per cent of authorities have workforce strategies and 85 per cent of the local government workforce is covered by the Investors in People Standard. Performance against CPA has improved enormously in a very short space of time. A growing number of authorities are beginning to work jointly with partners on tackling shared local workforce issues.

the national journey so far...

Nationally many successful initiatives have been introduced to support authorities. The National Graduate Development Programme (NGDP) has proved that local government can attract and retain the brightest and best talent. The numbers of politicians and senior managers participating in the Leadership Centre for Local Government (LCLG) and IDeA's leadership programmes has grown year by year. A new national LCLG/IDeA organisational development programme has been fully subscribed. A new 'Local Government Talent' website and 'Best Council To Work For' competition have been launched. 120 councils are participating in the 'Go Awards' Skills for Life initiative. Effective action, involving many partners, is being taken to address local government's key skill shortages. CLG has set up a new Business Process Improvement Package, including successful business improvement process pilots and best practice examples.



the regional journey so far...

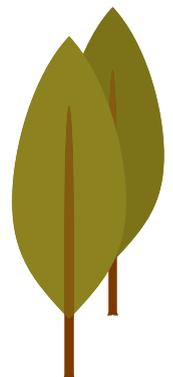
Regional Employers' Organisations, Regional Improvement Partnerships, Regional Centres of Excellence and IDeA Regional Associates are supporting many successful regional and sub-regional projects. Most regions now have regional recruitment portals. More and more are supporting cross-authority or cross-sector leadership and management development programmes.

The London Regional Centre of Excellence, working with the Office of Government Commerce, is providing support and advice on managing agency costs. Both West Midlands and the South West have created regional expert teams to support authorities in implementing business process improvement. The North East runs a very successful organisational development network, and is supporting a new organisational development Centre of Excellence based in Gateshead Council.

The North West runs an excellent strategic human resources development programme.

Yorkshire and Humber has five working groups covering the strategy's five priorities and, in September 2007, held an event to kick off a cross-public sector approach to workforce issues. The South West has a major project to support councils in workforce planning. The East of England is successfully addressing both local government and private sector planning officer shortages, working with a local university to mount additional courses. The West Midlands Local Government Association is working to extend the successful Birmingham and Solihull Learning and Skills Council 'Public Sector Compact' that supports 28 local public sector employers through joint recruitment, trainee and skills development. The South East is supporting authorities in sharing scarce procurement skills.

The formation of Regional Improvement and Efficiency Partnerships, and forward planning in the context of the forthcoming National Improvement and Efficiency Strategy, provides an opportunity to ensure that key workforce challenges have been identified and are being effectively addressed in every region.



our journey

the journey ahead – the strategic priorities

Much has been achieved in tackling workforce issues over the last few years but a lot remains to be done. The 2007 Strategy complements and supports the forthcoming CLG/LGA National Improvement and Efficiency Strategy.

Five strategic priorities from the predecessor strategy have been retained but the focus has been revised. These five priorities are now:

organisational development – effectively building workforce support for new structures and new ways of working to deliver citizen-focused and efficient services, in partnership

leadership development – building visionary and ambitious leadership which makes the best use of both the political and managerial role, operating in a partnership context

skill development – with partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context

recruitment and retention – with partners, taking action to address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues

pay and rewards – modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach.

This 2007 strategy sets out 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 leadership challenges...

The changing context and the strategic challenges raise a number of leadership challenges. The nature of the leadership challenge is different for council leaders, members who lead on workforce matters, chief executives and human resource managers. One key element in responding to the workforce challenge is for each to be focusing on workforce issues in appropriate, complementary and reinforcing ways.

council leaders and members leading on workforce matters:

Are you confident that:

- your workforce has the skills, attitudes and commitment needed to deliver your vision?
- your council has a positive image as 'the place to work' locally?
- with your partners, you are investing sufficiently to develop the next generation of political and managerial leaders and the next generation of skilled and motivated front line staff?
- you are taking effective action with your partners and outsourced providers to address shared workforce issues?
- you are making the most of potential links between developing your workforce and your place shaping activities?
- your workforce reflects the diversity of your community at all levels?

chief executives:

Are you confident that effective action is in place to ensure that:

- your employees have the skills, attitudes and commitment to achieve the council's and the local strategic partnership's vision?
- you have a culture of innovation, that embraces new ways of working and continual learning?
- your second and third tier managers are able to manage change effectively?
- your future workforce needs are being identified and addressed as part of your partnership, corporate and service planning processes?
- you are working with partners and neighbouring authorities to attract and develop the future leaders and future workforce you will need, in the context of your local labour market?
- you have a workforce that reflects the diversity of your community at all levels?
- your outsourced providers operate best practice people management and contribute to the development of the future workforce?

human resource managers:

Are you taking, supporting and promoting effective action, with partners and neighbouring authorities, to ensure that the council has:

- the skilled, committed, motivated, high performance workforce needed to deliver the council's and the local strategic partnership's vision?
- a culture of innovation that embraces new ways of working and continual learning to achieve citizen-centred services in the most efficient way possible?
- a pipeline to develop the next generation of able future leaders and front-line workers?
- a workforce diversity profile that reflects the local community at all levels?

priority themes and actions

organisational development

effectively building workforce support for new structures and new ways of working to deliver citizen-focused and efficient services, in partnership

Effective organisational development is about implementing large scale change programmes successfully, in a way that changes the organisational culture and practices from top to bottom. Councils need excellent organisational development and change management skills to positively engage their staff in developing new structures and new ways of working. Wasteful processes, bureaucracy, and rigid practices need to be rooted out, jobs and roles redesigned and technology used to the full. Difficult workforce challenges need to be tackled, to achieve potential efficiency savings. In an increasingly competitive labour market, maintaining staff morale through these change processes will be critical.

Most authorities have produced written workforce strategies and are taking action to implement them. However, some authorities still see tackling current and future workforce challenges as a low priority technical task, delegated to the human resources team, rather than a critical leadership issue. All authorities could benefit from operating high performance people management practices. In terms of diversity, most authorities are progressing up the levels of the generic Equality Standard. Few have failed to reach the first level but, so far, only a handful have reached the top level.

More and more authorities are delivering integrated services with their partners. A growing number are realising the benefits of agreeing and implementing a cross-agency workforce strategy to underpin their partnership working. Local Strategic Partnerships are beginning to set up joint programmes of action to address shared workforce challenges that support achieving their objectives (sometimes as part of their wider economic development strategies). In areas such as social care, where services have been outsourced to many small providers, authorities play an important role in encouraging joint action on shared workforce issues.

key areas for action

for authorities

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

- anticipating and tackling their key current and future workforce challenges
- developing an organisational climate that encourages innovation, including engaging their staff positively in services transformation and in developing their local vision, new roles and ways of working
- supporting staff through organisational changes, managing risks and anxieties and promoting high performance practices
- progressing up the levels of the Generic Equality Standard.

for regional bodies:

- helping authorities to develop or gain access to skilled organisational development and change management expertise
- supporting authorities in improving their diversity practices.

priority themes and actions

organisational development

national bodies:

IDeA, working with the Public Services People Management Association (PPMA), the Leadership Centre for Local Government and Regional Employers' Organisations will run programmes of activities to develop organisational development, people management and strategic human resources expertise including:

- organising national OD programmes, communities of practice and other support in areas not yet fully covered by regional programmes
- promoting best practice in people management via initiatives such as the People Management Peer Review
- supporting the development of strategic human resources practices via initiatives such as the community of practice for human resources professionals.

For details see
www.idea.gov.uk/OD

IDeA will continue to support authorities in progressing up the levels of the Generic Equality Standard including:
Providing support and advice and good practice examples in relation to diversity issues and offering a diversity peer challenge.

For details see:
www.idea.gov.uk/diversity

CLG, working with Regional Improvement and Efficiency Partnerships, will continue to offer good practice examples and web-based support and advice on Business Process Improvement.

For details see:
www.rcoe.gov.uk/rce/core/page.do?pageId=20201

IDeA and LGE will provide web-based advice on tackling the workforce issues in setting up shared services and support a workforce issues sub-group as part of the 4Ps' corporate, transactional and shared services community of practice.

For details see:
www.idea.gov.uk/sharedservices

IDeA and LGE will work with government departments, Sector Skills Councils and professional associations to join up all the major initiatives to tackle local government workforce challenges, aiming to make sure they are as relevant, focused and effective as possible.

performance measures and targets

performance measure: the percentage of authorities reporting that they have identified their key current and future workforce challenges and are taking effective action to address these.

target: at least 90 per cent of authorities by March 2009.

performance measure: the percentage of Audit Commission Use of Resources assessments reporting that authorities are forward looking as they plan, organise and develop their workforces and technology to support the achievement of their strategic priorities.¹

target: at least 90 per cent by March 2012.

¹ This measure may need to be adjusted depending on the final Key Lines of Enquiry agreed in the Use of Resources element of the Comprehensive Area Assessment

priority themes and actions

leadership development

building visionary and ambitious leadership which makes the best use of both the political and managerial role, operating in a partnership context

The benefits of investing in leadership development are now widely appreciated across local government. The quality of leadership in authorities has steadily improved, as demonstrated by their growing success in CPA assessments.

To successfully develop places and achieve citizen-centred services, councils need visionary and ambitious political and managerial leaders. The importance of leading partnerships may mean that even experienced and successful leaders may need to learn new ways of leading 'beyond their authority'.

More investment is needed in developing tomorrow's political and managerial leaders. Many authorities report very small short lists for both political and senior managerial positions. At present most activities focus on developing current leaders, with only 28 per cent of authorities undertaking succession planning².

The diversity profiles of both senior politicians and senior managers do not match the diversity profile of either the workforce or their communities. Action is needed to ensure that in future they do.

key areas for action

for authorities

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

- taking effective action to attract, develop and retain the leaders of today and the leaders of tomorrow
- fostering the development of leadership skills and leadership behaviour at all levels in the authority
- embedding policies, cultures and practices that effectively increase the percentage of women, people from black and ethnic minority background and people with disabilities in leadership positions.

for regional bodies:

- providing support and advice on effective leadership and on leadership development
- organising and supporting regional and sub-regional programmes, where required.

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:

- providing individual support to authorities on leadership development, including support in developing leadership for Local Area Agreements
- running a 'practice of place' to develop a tested toolkit for successfully leading across place
- offering a list of recommended leadership development providers and guidance on procuring top level leadership development services
- running an eighteen month programme to develop the next generation of political leaders
- offering top political mentors and cabinet development centres
- co-ordinating a senior women leaders' network.

For details see:

www.localleadership.gov.uk

² Local Government Analysis and Research (Apr 2007), Local Government Pay and Workforce Survey 2006 <http://www.idea.gov.uk/idk/core/page.do?pagelid=6310845>

priority themes and actions

leadership development

IDeA activities will include:

- running the Leadership Academy for political leaders and the Local Leadership Academy for politicians locally
- promoting uptake of the Members' Charter
- organising programmes targeted at serving chief executives and other senior officers
- running future leaders' programmes, including positive action programmes and national graduate development programmes
- establishing graduates in local government community of practice to support and promote new graduates
- running a local government talent pool (as part of the Local Government Talent website)
- supporting a talent management community of practice.

For details see:

www.idea.gov.uk/leadership

CLG's Councillors Commission will report in the near future with recommendations for action to improve the way local government attracts, develops and retains suitably able, qualified and representative people to serve as councillors³. This is likely to lead to additional action locally, regionally and nationally.

performance measures and targets

performance measure: the percentage of authorities reporting that, with partner organisations and local political parties, they are taking effective action to attract and develop:

- the political and managerial leadership 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.

target: at least 90 per cent by March 2009.

performance measure: the percentage of Audit Commission Use of Resources assessments that report that authorities have strong leadership with a clear vision and foster partnership working to make better use of available resources.

target: at least 80 per cent by March 2012.⁴

3. For the full terms of reference see <http://www.communities.gov.uk/localgovernment/councillorscommission/councillorscommissionterms/>

4. This measure may need to be adjusted depending on the final Key Lines of Enquiry agreed in the Use of Resources element of the Comprehensive Area Assessment

priority themes and actions

skills development

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

There is much good practice in skills development to build on. Local government has an excellent record in achieving Investor in People status, with 85 per cent of the local government workforce covered. 120 councils have now signed up for the 'skills for life' Go Award. In 2006, 42 per cent of authorities reported that they were taking a 'whole organisational approach' to skills for life issues, with 68 per cent involving trade union representatives in devising and implementing Workforce Development Plans and 38 per cent benefiting from Union Learning Representatives' engagement in workforce development⁵.

However, in 2006, many councils said that they had skill gaps in important areas for future success such as organisational development and change management (72 per cent); business process improvement (61 per cent); and performance management (60 per cent). In the same survey, only 25 per cent of authorities said that they conducted skills audits⁶. In addition, the CLG's 'Delivering Value for Money: Meeting the Challenge of CSR07' published in October 2007 highlights the importance of authorities developing benefits realisation skills⁷ and trade unions have raised concerns that many front-line staff, particularly part-time women, are offered few development opportunities.

Many authorities are engaged in joint skill development with their partners and external service providers in children's services and in adult social care. More joint skills development programmes could help to reinforce integrated working practices across all aspects of a Local Strategic Partnerships' activities.

Councils could benefit from setting up Public Services Academies with their partners and neighbouring authorities. More high-level specialist skills, such as organisational development or business process improvement or strategic commissioning expertise, could be shared between authorities and their partners, through the development of shared local 'centres of excellence' or regional/sub-regional expert teams.

The Government wants all employers to make a 'Skills Pledge'⁸ in which they undertake to support their staff in developing basic literacy and numeracy skills and in attaining their first level two qualification. Making a Skills Pledge gives employers access to 'Train To Gain' funds (£650 million in 2008/9). Authorities signing a Skills Pledge can gain support in developing the skills of their staff, as well as setting a positive example to other local employers. This can be linked to their Local Strategic Partnership's action to develop the skills of the whole community.

5. Local Government Analysis and Research (Apr 2007), Local Government Pay and Workforce Survey 2006 <http://www.idea.gov.uk/idk/core/page.do?pageld=6310845>

6. LGPW Survey 2006 as above

7. <http://www.communities.gov.uk/publications/localgovernment/deliveringvalueformoney>

8. http://www.traintogain.gov.uk/skillspledge/?WT.mc_id=ttgho760&WT.mc_ev=click

priority themes and actions

skills development

key areas for action

for authorities

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

- defining their most important current and future skills needs
- assessing their current capability, so as to identify their most critical skill gaps
- taking action to attract, develop or share the skills they need
- developing their workforce's 'skills for life' and offering qualifications to those who have none
- ensuring that there is equity of access to development opportunities (including for part time staff).

for regional bodies:

- supporting authorities in achieving excellence in skills development
- offering regional and sub-regional programmes, where required
- encouraging the setting up of Public Services Academies to improve skill development and reduce costs across the public and voluntary sector
- supporting the setting up of centres of excellence or expert teams to enable the sharing of specialist skills.

national bodies:

IDeA and LGE will work with Sector Skills Councils, the Learning and Skills Council, government departments and trade unions, to make sure, as far as possible, that national skill development initiatives are co-ordinated, relevant and effective.

This includes:

- providing a skills auditing tool, as part of the Local Government Talent Website
- working with the Department of Innovation, Universities and Skills, the Learning and Skills Council and trade unions to provide support for councils in developing the 'skills for life' and qualification profile of their workforce (supporting achievement of the government's new Public Service Agreement on skills⁹)
- co-ordinating local government feedback on proposed new national skills frameworks.

For details see:

www.idea.gov.uk/skills and
www.skillsplus.gov.uk

performance measures and targets

performance measure: the percentage of authorities:

- reporting critical gaps in the skills needed for future success (such as strategic commissioning, business process improvement, customer relations management, benefits realisation)
- actively supporting staff in developing 'skills for life'.

targets:

- the critical skill gaps authorities are reporting are reducing year on year
- no critical skill gap is being reported by more than 30 per cent of authorities by March 2010
- at least 200 authorities sign up to the Get On award by March 2010.

⁹ http://www.hm-treasury.gov.uk/pbr_csr/psa/pbr_csr07_psaindex.cfm

priority themes and actions

recruitment and retention

with partners, taking action to address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues

Local government is not always perceived as an exciting, innovative place to work. However, the national graduate development programme has demonstrated that local government careers can be promoted positively to attract high-flying graduates. To perform well local government needs to promote its employment opportunities to attract talented staff.

Between 1995 and 2004 councils' occupational skills shortages increased year on year. In 2005 and 2006 recruitment difficulties eased slightly. In 2006, 87 per cent of authorities reported difficulties in recruiting in some professional areas (down from 93 per cent in 2004 and 91 per cent in 2005)¹⁰ and 49 per cent reported difficulties in non-professional areas (compared to 58 per cent in 2004 and 62 per cent in 2005). The most widespread current occupational shortages include social work, environmental health, planning, building control, trading standards and teaching. National, regional and local action to address occupational shortages appears to be bearing fruit. In some areas, such as educational psychology and occupational therapy, very high shortages have reduced significantly.

Teaching has become the most popular career for graduates and social work has recently moved into the 'top ten'.

In 2006, 53 per cent of authorities reported that they were taking action to address occupational skills shortages. 50 per cent were investing in entry level employment/apprenticeship schemes, 44 per cent offering skills pathways to develop their existing staff and 53 per cent redesigning jobs to make better use of scarce skills¹¹. Many skilled staff will retire in the next few years and every authority and region needs to play their part in contributing to developing the workforce of the future.

Occupational skills shortages 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. In 2006, 51 per cent of authorities reported that they were incorporating workforce development planning into their service planning processes¹².

This is a great improvement from 2003 when very few authorities undertook any workforce planning, but all authorities would benefit from making workforce planning part of their service, corporate and partnership planning processes. Future shortages need to be anticipated as the policy or environmental context changes. For example, in future authorities are likely to need more energy managers, people with economic development and regeneration expertise, youth workers and social carers.

Effective workforce planning and offering more flexible contracts can reduce costs and improve service quality by reducing authorities' dependence on agency staff. Many authorities have saved significant sums by better managing their use of agency staff¹³.

Many authorities have not yet achieved a workforce profile that reflects their local community, so are missing out on all the potential benefits such workforce diversity would bring.

¹⁰. Local Government Analysis and Research (Apr 2007), Local Government Pay and Workforce Survey 2006 <http://www.idea.gov.uk/idk/core/page.do?pagelid=6310845>

¹¹. LGPW Survey 2006 as above

¹². LGPW Survey 2006 as above

¹³. http://www.lcpe.gov.uk/AgencyStaffYour_Toolkit_for_Success.asp

priority themes and actions

recruitment and retention

key areas for action

for authorities

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

- identifying their future workforce requirements as part of partnership, corporate and service planning
- analysing age profiles, turnover rates and diversity profiles in their key occupational areas, so can anticipate and take action to address significant current and future issues
- promoting key future jobs and careers to local schools, colleges and universities
- running school work experience and trainee programmes, student placements and skills pathways
- looking for ways of reducing the costs of agency staff.

for regional bodies:

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

- key future jobs and careers are effectively promoted regionally
- sufficient course places exist in local universities and colleges to meet future demands

- The Regional Development Agency, the local Learning and Skills Councils and regional representatives of the Sector Skills Councils, are helping to address any potential future occupational skills shortages.

national bodies

IDeA, supported by LGE, will work with government departments, Sector Skills Councils, professional associations and trade unions to support councils in addressing current and future recruitment and retention challenges. This includes:

- promoting and developing the Local Government Talent website (which promotes local government careers, talent pools, jobs and the national graduate development programme)
- organising, promoting and disseminating the learning from the Best Council To Work For initiative
- encouraging and, where possible, supporting government departments and Sector Skills Councils in taking effective action to tackle key national skills shortages
- galvanising effective action to address key national occupational skills shortages in areas where there is little or none
- informing councils about national action to address key skill shortages.

The Audit Commission is undertaking a national study on local government's recruitment and retention issues which will be published in May 2008. This will make further recommendations about action to ensure these issues are fully addressed.

performance measures and targets

performance measure: the percentage of authorities 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 authorities by March 2012.

performance measure and target: local government continues to be in the top 40 of the Top 100 Graduates' Employers of Choice annual survey.

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

priority themes and actions

pay and rewards

modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach

Since the 2004 national pay agreement, councils have been experiencing various degrees of success in modernising their pay and reward systems. Much of the reform agenda has been delayed or diverted by the need to focus on equal pay issues. Recent legal developments bring some hope that the majority of councils will have equal pay structures in operation by April 2008. However, in many cases, attempts to address other problems have been piecemeal.

In 2006, 7 per cent of authorities reported that they operated a total rewards approach, but 59 per cent of others said they were considering doing so. 20 per cent operated a competency based progression system covering 3 per cent of the workforce; 6 per cent a contribution related pay progression system covering 2 per cent of the workforce and 18 per cent a hybrid system covering 15 per cent of the workforce¹⁴.

The broad aim must be to ensure that, as well as ensuring equal pay, local pay structures provide opportunities to recruit and retain the best people. This is key to improving the quality of service delivery but needs to be done without entailing heavy and/or uncontrolled increases in costs which are passed on to taxpayers. At a national level, the general analysis is that two important changes need to be made:

- all aspects of local government pay and rewards must in future stand in comparison with those offered to other public sector employees. Increasingly, service delivery happens on the basis of local and regional partnerships and this means we need to develop a different, shared agenda about the interests of employees. At the very least, councils need to be able to recruit effectively with an attractive package of benefits and opportunities
- at present, local government pay and benefits operate on the basis of an entitlement culture in which, for example, it is assumed that increments will only be withheld if performance is poor. We need to encourage much more of a performance rewards culture where the expectation is that pay progression will only occur if performance is good, once an employee has gone beyond the learning and developmental phase of any grade.

¹⁴. Local Government Analysis and Research (Apr 2007), Local Government Pay and Workforce Survey 2006 <http://www.idea.gov.uk/idk/core/page.do?pageId=6310845>

priority themes and actions

pay and rewards

The aim is a major cultural change in the operation of local government pay and rewards. At the grass roots this will require a change in attitudes and skills from managers and a fair but challenging shift in expectations for employees. Managers will need to be able to take much more of a role in determining how we reward employees, rather than relying on automatic systems like annual increments. Employees will be challenged to understand that they are no longer entitled to certain benefits but that considerable opportunities are available both to earn rewards for good performance and to vary the benefits they receive according to their current priorities in life.

key areas for action

for authorities

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

- completing the introduction of equal pay structures in line with 2004 national agreement
- introducing a total rewards approach to pay
- investing in training managers to appropriately and fairly manage the performance of employees
- improving the quality of workforce related data to assist with performance management and cost control.

for regional bodies:

For Regional Employers' Organisations to continue to provide advice and support for authorities in relation to:

- implementing single status
- modernising their pay and rewards framework to ensure it reflects their priority objectives and they are able to attract, retain and motivate a high performance workforce
- keeping their pay bills under control by anticipating and addressing potential risks.

national bodies:

Local Government Employers' (LGE) priorities are:

- reaching agreement with trade unions on a new national framework for pay that will facilitate greater flexibility at local level
- achieving negotiated changes to the Green Book that will reduce and realign national prescription and provide minimum standards for councils and employees
- offering advice and support to authorities implementing new pay structures.

For more details see:
www.lge.gov.uk

performance measures and targets

performance measure: percentage of councils introducing new pay structures.

target: 100 per cent by 2010.

performance measure: percentage of councils introducing a total rewards approach.

target: 50 per cent by 2010.

performance measure: percentage of local government employees with management responsibility who have received training in reward and performance management.

target: 75 per cent by 2010.

performance measure and target: all English authorities to have registered data with the national data warehouse by 2010.

performance measure: percentage of councils introducing some form of assessment based pay system for a significant proportion of their staff.

target: 60 per cent of councils to have some form of assessment based progression in place or agreed and planned for groups of staff beyond their top team/chief officers by 2010.

delivering the strategy

The principal mechanisms for delivering the strategy are outlined in the areas for action, priorities and performance targets set out in the previous chapter. In addition, the Local Government Association (LGA), the Improvement and Development Agency (IDeA), the Local Government Employers (LGE) and the Leadership Centre for Local Government (LCLG) perform an important supporting, facilitating and reinforcing role. Nationally our aim is to encourage all authorities to identify their key current and future workforce challenges and take effective action to address them. To achieve this, we want to work with regional bodies to make sure there is effective support in place in all regions.

The IDeA, LGE, LGA and LCLG will work together to:

- identify and review the key current and future workforce challenges facing local councils and their partners
- put in place effective programmes of national action to support authorities and their partners and regional bodies in addressing these challenges
- galvanise relevant support from national bodies that have resources and expertise, such as Sector Skills Councils, the Learning and Skills Council, government departments
- wherever possible, join up initiatives with others who are taking action on workforce

challenges, such as government departments, professional associations, and trade unions

- provide authorities with regular information on the national picture, including up to date general and specific workforce data, highlighting issues and alerting them to key future workforce challenges
- pilot innovative work, undertake demonstration projects and research, disseminate the findings widely
- provide an accessible library of good practice, share success stories and effective solutions, encourage dialogue and sharing of experiences between authorities
- establish national communities of practice that address the different needs of different types of councils
- provide model frameworks which councils can adapt.

Local Government Analysis and Research (LGAR), part of LGA, will take action to support authorities by finding less time-consuming ways of collecting and analysing workforce data. LGAR aims to provide more accurate and comparable workforce data, which can be used by authorities for benchmarking and nationally for predicting future workforce issues and for monitoring progress in addressing key issues.

For more details see:
www.lgar.local.gov.uk

The LGA led Workforce Strategy Steering Group will develop, oversee and review an annual Workforce Strategy National Action Plan (see www.idea.gov.uk/workforceplan for the current version of this). The current membership of the Steering Group includes representatives from: LGA, Chief Executives, IDeA, LGE, LGAR, Regional Employers' Organisations, the Leadership Centre for Local Government, the Public Services People Management Association, CLG, the Department of Health, the Department of Children Schools and Families, UNISON, UNITE (T&G), and GMB.

performance measure and target

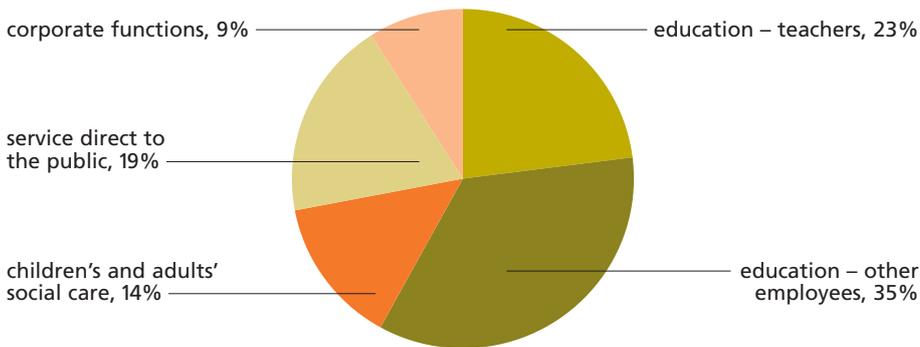
At least 85 per cent of the actions set out in the Annual Workforce Strategy National Action Plan are successfully achieved, each year.

local government workforce statistics

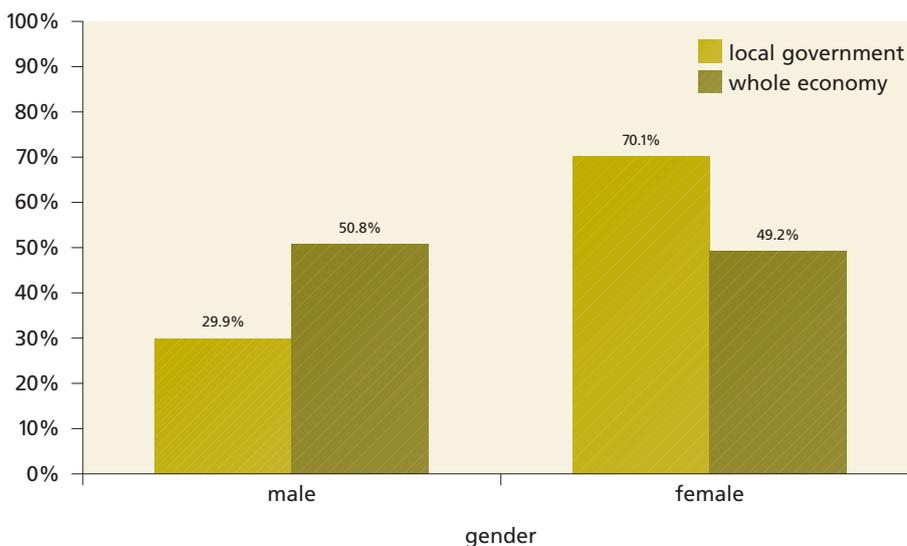
Local authorities in England employed 2,204,000 people as at June 2007 and 1,563,000 FTE (excluding fire and police).¹⁵

60.4 per cent of all local government employees are full-time and 39.6 per cent are part-time, 91.3 per cent are on permanent contracts and 8.7 per cent temporary.¹⁶

percentage breakdown of local government workforce by function¹⁷



gender profile of local government workforce, january-march 2007 england¹⁸



¹⁵ Office for National Statistics, Public Sector Employment, Quarter 2 (June) 2007, figures rounded to nearest 000

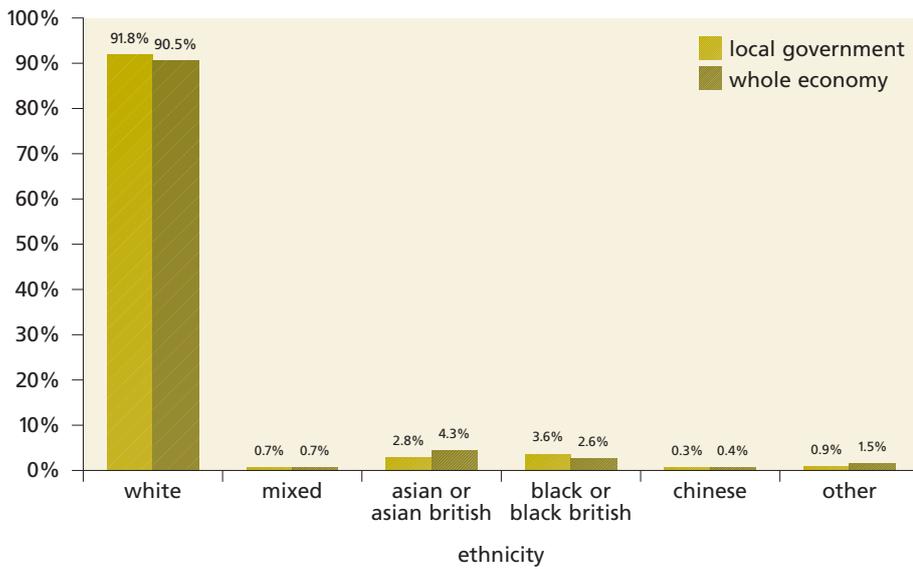
¹⁶ Office for National Statistics, Labour Force Survey, Jan-Mar 2007 England

¹⁷ Local Government Analysis and Research (Jan 2006), Local Government Employment Survey 2005

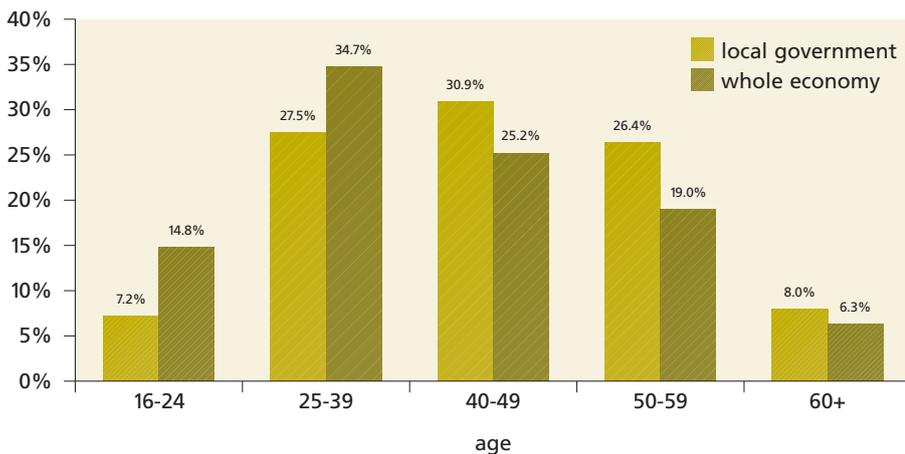
¹⁸ Office for National Statistics, Labour Force Survey, Jan-Mar 2007 England

local government workforce statistics

ethnicity profile of local government workforce, january-march 2007 england¹⁹



age profile of local government workforce, january-march 2007 england²⁰



¹⁹. Office for National Statistics, Labour Force Survey, Jan-Mar 2007 England

²⁰. Office for National Statistics, Labour Force Survey, Jan-Mar 2007 England

local government workforce statistics

training²¹:

- the median gross training expenditure per employee per annum for 2005/06 was £249, up from £176 in 2001/02
- during 2005/2006 the average (median) number of off-the-job training days per employee in England was 1.6 days
- the median gross training expenditure per member in England increased for the fifth consecutive year from £153 in 2001/02 to £263 in 2005/06.

percentage of authorities attaining equality standard for local government (BV 2a)²²

level	0	1	2	3	4	5	total
East Midlands	11	51	27	11	0	0	100
East of England	11	41	33	15	0	0	100
London	0	6	49	30	6	9	100
North East	20	32	36	12	0	0	100
North West	13	39	26	22	0	0	100
South East	5	55	23	14	1	1	100
South West	6	57	31	6	0	0	100
West Midlands	3	37	45	16	0	0	100
Yorkshire & Humberside	0	23	55	23	0	0	100
Total	8	42	33	16	1	1	100

²¹ Local Government Analysis and Research (Apr 2007), Local Government Pay and Workforce Survey 2006
<http://www.idea.gov.uk/idk/core/page.do?pageld=6310845>

²² Audit Commission, BVPI 2005/2006

local government workforce statistics

labour turnover²³

The average (median) annual employee turnover in England was 13.6 per cent in 2005/2006, down from 14.6 per cent in 2004/05.

local government workforce labour turnover by age²⁴

age	england
<25	31.1%
25-29	21.4%
30-34	16.0%
35-39	13.9%
40-44	11.7%
45-49	9.4%
50-54	8.7%
55-59	10.6%
60-64	21.0%
65-69	47.3%
>70	25.6%

²³. Local Government Analysis and Research (Apr 2007), Local Government Pay and Workforce Survey 2006
<http://www.idea.gov.uk/idk/core/page.do?pagelid=6310845>

²⁴. In the very small number of instances where age was unknown the average turnover was 50 per cent

local government workforce statistics

recruitment²⁵

percentage of authorities reporting recruitment and/or retention problems

	managerial/ professional	non-managerial/ non-professional
Districts	82.3%	26.0%
London boroughs	94.7%	78.9%
Metropolitan districts	87.5%	70.8%
English unitaries	89.7%	67.9%
County councils	100.0%	77.3%

recruitment difficulties, percentage of authorities reporting difficulties

2006 top 10 recruitment difficulties:

Social Worker Children and Families	77.7%
Social Worker Community Care	60.6%
Environmental Health	57.7%
Planning Development Control	55.3%
Building Control	50.0%
Social Worker Community Care – Approved	50.0%
Social Worker Residential	50.0%
Planning Other	49.5%
Trading Standards	45.7%
Teachers	42.6%

²⁵ Local Government Analysis and Research (Apr 2007), Local Government Pay and Workforce Survey 2006
<http://www.idea.gov.uk/idk/core/page.do?pageld=6310845>

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regional support

For details of IDeA Regional Associates, Regional Improvement and Efficiency bodies and Regional Employers' Organisations see:
<http://www.idea.gov.uk/idk/core/page.do?pagelId=5467809#ee>

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