

New Offer. New Talent.

2013 Council information pack



Aaron Witter, national management trainee, London Borough of Sutton

“ A great way to attract and develop new talent into your organisation. All of the graduates have been of a high standard, enthusiastic and committed to doing a good job. ”

Duncan Jordan, Chief Operating Officer, Gloucestershire County Council

The Local Government Association (LGA) is a strong advocate of graduate recruitment, seeing it as an essential way in which councils can bring in much needed drive, enthusiasm and talent to a workforce in the throws of the largest change in its history. Despite times of financial austerity councils tell us that now is exactly the time to bring bright, innovative talent into the sector.

The National Graduate Development Programme (ngdp) is highly regarded; it increases the credibility of a career in local government, placing it firmly within the Times Top 100 Graduate Employers. The ngdp has provided a pipeline of consistently high calibre graduates to over 135 authorities through 14 cohorts.

Evidence suggests that councils who place our national management trainees can expect:

- individuals who are able to rise to a challenge and hit the ground running
- leadership potential
- increased capacity to deliver high level initiatives
- good value for money.

What is the National Graduate Development Programme (ngdp)?

The ngdp is a two year high profile national management trainee programme for high calibre graduates (minimum 2:1 entry level or merit at Masters level) with the potential to become senior managerial leaders in local government within the next ten years. Graduates are employed by councils and receive a minimum of three placements in front line, operational and strategic roles, where they are encouraged to challenge, innovate and improve services.

The LGA coordinates the ngdp nationally and provides the infrastructure for its delivery. We market and recruit – in order to attract, select and place high quality applicants in local authorities. We also manage and commission the learning and development element of the programme to ensure the highest quality learning.

Both the placements and learning and development programme are carried out in parallel so that the graduates, called national management trainees, (NMTs) can implement their learning whilst working on real projects in your council.

The ngdp also provides national management trainees with networking opportunities across sectors, and access to alumni and online tools to support their career progression in local government and to enable them to use their knowledge and experience for the benefit of the sector.

Learning and development

The learning and development programme is delivered by SOLACE Enterprises and inlogov from the University of Birmingham. National management trainees are expected to attend six residential events over the two years where they will gain an ILM qualification at Level 7 (post grad) in Strategic Leadership.

The overall purpose of the programme is to develop potential future leaders and managers within local government.

The objectives of the programme are:

- to enhance personal effectiveness as a leader and manager
- to increase self awareness and awareness of others
- to enable participants to critically evaluate the leadership challenges facing local government
- to provide participants with high level capabilities in strategic management and leadership.

Content will include:

- Leadership models
- New operating models
- Financial management
- Procurement and commissioning
- Project and people management
- Engagement
- Working in a political context
- Delivering results
- Developing self

When does the programme start?

The national management trainees will start their first placement with their host council no later than the ngdp induction event to be held in October 2013.

What does the ngdp hope to achieve?

The ngdp provides councils with outstanding individuals who will significantly impact on

that council's services and outcomes over the duration of the programme.

The ngdp is a national scheme which promotes local government to the graduate market on behalf of all councils in England and Wales. It provides the sector with high quality graduates every year to work on innovative strategic projects across councils providing fresh challenge, enthusiasm and high motivation to enable councils to increase innovation and enhance their programmes of change and transformation.



Elizabeth Gardner, Cohort 11, London Borough Redbridge

Why should my council take on ngdp national management trainees?

Graduates bring energy, enthusiasm and intellect, demonstrating an ability to rise to a challenge and hit the ground running.

The ngdp provides councils with national management trainees who have leadership potential, the capacity to modernise, challenge and improve services and service delivery. They are highly capable members of staff, working at a high level and delivering significant outputs on a variety of projects and initiatives.

In the medium to long term there is a strong financial case for graduate recruitment: Graduates are reported to generate three times their salary per annum.

Being part of the ngdp allows councils to start thinking earlier about longer-term succession planning and future leadership potential. Growing your own talent is cheaper than recruiting higher up in the management structure and taking on a graduate through the ngdp ensures you will have additional corporate capacity and capability at a senior level. National management trainees enhance strategic projects by acting as internal change agents, providing challenge and fresh thinking. They have the focus to turn strategy into action and are practical problem solvers. Retention within the immediate local government sector is 88 per cent.*

“ Graduates bring a level of intellectual capacity and a preparedness to challenge and enquire. ”

Paul Sheehan, Chief Executive, Walsall Council

*Last survey conducted in 2010

Case Study 1

The national management trainee perspective



As a National Management Trainee on the ngdp I am encouraged to challenge current working practices, spot future opportunities for the authority and

support change in a time of uncertainty.

At Oldham Council I have supported the development of a collective energy switching scheme for residents, which allows the council to negotiate a discounted energy tariff on residents' behalf.

Oldham ran a hugely successful campaign, encouraging 8,726 residents to sign up to the scheme, for a potential collective energy

bill saving of £1.4 million. Though timescales were exceptionally tight, I understood how to quickly capitalise on the opportunity and ensure that the project was a huge success. I am now investigating opportunities for similar projects across Oldham.

The project gained national recognition, with many authorities around the country using the model for similar switching projects. The project has encouraged the council to think differently about how it delivers services as well as demonstrate how change can be successfully delivered in today's challenging environment.

Jonathan Downs, National Management Trainee, Oldham Council



Rosie Barker, Cohort 12, Metropolitan Borough of Oldham

Case Study 2

The council perspective



Sidgoree Nelson has undertaken a placement in the Democratic Services Team at Gloucestershire County Council. The team provides advice

and support to the 63 elected members. Sidgoree has had the opportunity to work closely with elected members including Cabinet members, committee chairs and backbench members. This has given her exposure to the political process and she has been involved in a number of important projects in the run up to the county council

elections in May 2013. She has become a valued member of the team and has played a pivotal role in the budget scrutiny process, developing the council's new standards regime and putting in place an induction programme for new members. With growing constraints on local government spending, Sidgoree not only provides a valuable extra resource in the office but she also demonstrates what we are looking for in the local government officer of the future – someone who challenges current practice and looks for new ways of doing things.

Simon Harper, Democratic Services Manager, Gloucestershire County Council



Emma Tett, Cohort 12, Suffolk County Council

New offer. New talent.

“ In my experience the ndgp more than covers its costs. ”

David Hill, Chief Executive, Milton Keynes Council

We are aware that whilst the ndgp provides councils with access to a national pool of high calibre graduates some councils may wish to recruit from their own communities. We have broadened our offer to reflect this and are pleased to offer a range of options for councils who wish to participate in this national programme at a local level.

What does it cost my council?

The salary of the graduate over the term of their two year contract is set at a minimum of £22,958 (pay award pending).

Each option outlined below comes with a one off fee paid to the LGA once the national management trainee has started.

The options:

1. National management trainee

Full participation in the ndgp

- Promoting the sector

We market local government as a premier career choice for graduates, and we promote the ndgp graduate roles available in your council.

- Meeting the standard

We recruit and select the highest calibre graduates for you to interview.

- Growing capacity

We support each NMT on the programme with a high quality learning and development programme and provide access to a national knowledge and networking programme of events

- You employ your chosen NMT(s) for two years ensuring a minimum of three different placements within your council.
- £22,995 (national management trainee salary)
+ £2, 250 (participation fee payable to LGA)

The options:

- 2. Shared national management trainee**
- All the benefits of participating in the full programme as above but the NMT(s) and their placements are shared between councils**
- £7,665 (salary based on three councils sharing)
 - £750 per council (based on three councils sharing participation fee, payable to LGA)

- 3. Meeting the standard and growing your councils capacity**
- Supported recruitment and access to ngdp learning and development ILM Level 7 Strategic Leadership**
- We share our recruitment and selection tools with you to support your recruitment of high quality candidates from your local area.
 - Your NMT participates in the ngdp learning and development ILM level 7 programme and benefits from being part of the national cohort of graduates with access to a national knowledge and networking programme of events. £2,000 per graduate (participation fee, payable to LGA)

- 4. Growing your own**
- Access to ngdp learning and development ILM Level 7 Strategic Leadership**
- Your council nominates a new or existing graduate employee to participate in the ngdp learning and development ILM level 7 programme and to be part of the national cohort of graduates on the ngdp programme with access to a national knowledge and networking programme of events.
 - We work with you to ensure your council's own recruitment process is quality assured so it meets the standards of the ngdp selection process.
 - £2,000 per graduate (participation fee, payable to LGA)

5. New for 2014

Promoting the sector

Marketing graduate opportunities

- You can advertise your councils graduate placement or scheme, and other graduate opportunities or vacancy as part of the ngdp marketing programme, to the national graduate market.
- Promotions for 2014 entry start in August/September 2013.



Rachel Penny, Cohort 13, London Borough Redbridge



Joseph Lacey-Holland, Cohort 13, London Borough of Waltham Forest

How does my council get involved?

To sign up for the 2013 intake, please complete the participation form and return it to us by 30 April 2013.

NEXT STEPS

- **Talk to the LGA about signing up to the scheme**
Discuss participation in the programme, and how you can benefit from the next cohort of high-calibre national management trainees.
- **Host a regional road-show event**
Maybe you're already involved in the ngdp, and want to play a part in growing a regional offer to councils and potential graduates? Or maybe you want to learn more about how the ngdp could work in your local area?

- **We can come to you**
We can come and meet your team to talk in more detail about the ngdp and how it can work for you.
- **Speak to a council that is already engaged**
If you'd like to hear some first-hand experience of the ngdp and how it has worked in another council, please let us know. The LGA can put you in touch with another authority that can tell you all you need to know about participating, and can give you their honest opinion.

For any of the above please contact

Ami Beeton.
Telephone: 0207 665 3851
Email: ami.beeton@local.gov.uk



Commitments

What commitments does my council have to make?

The full list of council commitments is available in the ngdp partnership agreement however at a glance, we ask councils to:

- Conduct the local 'best fit' interview at the end of the recruitment process. Information will be provided by the LGA at the appropriate time.
- Employ national management trainees on a two-year fixed term contract.
- Pay national management trainee salaries at Spinal Column Point (SCP) 27 of the national pay scale, £22,958 per annum (accurate at January 2013 and excluding London weighting). This is expected to rise to SCP 29 (or equivalent) over the course of the programme.
- Organise a minimum of three placements for each national management trainee over the two years in front line, operational and strategic roles.
- Volunteer staff to assess at national assessment centres (full training is provided).
- Nominate a member of staff to be the placement coordinator for the programme, once the council's national management trainee (s) is in place.

The LGA will:

- Annually subsidise the programme on behalf of councils in England and Wales, using RSG (revenue support grant).
- Market the programme to high calibre graduates across the UK.
- Assess candidates suitability through a rigorous and established three stage recruitment process, with the final selection process, the local best fit interviews, taking place locally at participating authorities.
- Provide candidate information events where councils participating in the programme have the opportunity to market themselves and meet candidates who have successfully completed the first two stages of the recruitment process.
- Fund and organise a national programme of learning, development and networking.
- Produce a partnership agreement outlining the expectations of LGA, councils and national management trainees.

Key Dates for 2013

- **February** – Window opens for councils to sign up to participate in the ngdp.
- **April** – Candidate Assessment Centres held. Participating councils asked to volunteer assessors.
- **30 April** – Deadline for councils to sign up to the programme.
- **May** – Information events held in London and Leeds. A chance for councils to meet shortlisted graduates.
- **June** – Council (local, best fit) interviews held.
- **September** – National management trainees start placements by the first day of the National Induction.
- **October** – ngdp National Induction.

All graduates must be employed no later than the first day of the national induction event for employer liability and other insurance purposes.

If you would like to know more about the individuals featured in this publication, please visit www.local.gov.uk/ngdp



Kate Eisenstein, Cohort 12, Metropolitan Borough of Oldham

**For more information about the National
Graduate Development Programme (ngdp)
please contact:**

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We consider requests on an individual basis.