

NORTH LINCOLNSHIRE COUNCIL

**CORPORATE AND COMMUNITY
SERVICES CABINET MEMBER**

GRADUATE OPPORTUNITIES

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To seek approval to continue participation in the National Graduate Development Programme [NGDP] in 2012.
- 1.2 To consider piloting an in-house graduate summer placement scheme.

2. BACKGROUND INFORMATION

- 2.1 The National Graduate Development Programme [NGDP] is a national programme run by Local Government Improvement and Development (LGID) which is part of the Local Government Group. The aim of the programme is to recruit and develop high calibre graduates who have the potential to become local authority senior managers within 10 – 15 years.
- 2.2 It is a two year scheme governed by a three way partnership agreement between the authority, the national management trainee (NMT) and LGID. The NMT is employed by the local authority which has responsibility for developing and managing placement activities and projects in line with the nationally agreed NGDP placement framework. The NMT is expected to undertake a minimum of three placements over the two-year period including one each in a front line service, support service and strategic role. The LGID provide career development and a learning element.
- 2.3 North Lincolnshire Council joined the scheme in 2006 and has recruited five graduates in total. A decision was taken to opt out of the scheme in 2011 due to the organisational restructure taking place at the time.
- 2.4 Approval is being sought to continue with the scheme in 2012 and explore other opportunities for providing additional graduate placements. Participating in the scheme enhances the council's management capacity as NMTs can provide dedicated resource to manage significant projects that might otherwise not be completed. (See appendix A for examples of projects completed by previous NMTs)

- 2.5 In 2009 and 2010 the Corporate Strategy team offered one month work placements for students from Lincoln University. The NMTs managed the students who completed short projects. The students gained valuable work experience, the NMTs gained line management experience and the Corporate Strategy team benefitted from the increased capacity.
- 2.6 Building on the success of these placements approval is being sought to offer one month placements for up to four graduates each summer. These placements will be unpaid and will be managed by the NMT. This will help the NMT gain valuable line management experience, a capability which is always difficult to gain experience in. The placements will also increase the capacity within the council as more placements can be offered.

3. OPTIONS FOR CONSIDERATION

NGDP scheme:

- 3.1. Option 1 – Approve participation in the NGDP in 2012
- 3.2. Option 2 – Do not approve participation in the NGDP in 2012
- 3.3. Option 3 – Develop an in house graduate scheme
- 3.4. Option 4 – Do not develop an in-house graduate scheme

In-house graduate summer placement scheme:

- 3.5. Option 1 - Approve participation in the graduate summer placement scheme
- 3.6. Option 2 – Do not approve participation in the graduate summer placement scheme

4. ANALYSIS OF OPTIONS

- 4.1 Participation in the NGDP in 2012 will enhance capacity in the organisation and will provide a valuable opportunity for a graduate and the council. All recruitment is undertaken by LGID.
- 4.2 Not participating in the scheme will affect internal capacity to progress large scale projects. It will also prevent a graduate from gaining valuable experience working in local government.
- 4.3 Developing an in house graduate scheme will incur costs greater than that associated with participation in the national scheme and is therefore not viable.

- 4.4 Not developing an in house graduate scheme will save on recruitment costs, will not take up resources and a learning element will not have to be funded.
- 4.5 Offering a graduate summer placement scheme allows the NMT to gain experience in line management and increases capacity.
- 4.6 Not offering a graduate summer placement scheme will make it harder for the NMT to gain experience in line management and will reduce capacity within the council.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

- 5.1 A fee of £2,000 is paid to the Local Government Group to support programme administration, marketing, graduate recruitment and the training element of the programme. The full cost is £11k, however this is subsidised through Government funding
- 5.2 NMTs are paid by the host authority for the two year duration of the programme. Starting on Grade 7 this equates to £22,221 per annum plus on-costs. NMTs are also required to complete the council's mandatory training programme for managers.
- 5.3 Costs of participating in the scheme can be met from existing agreed budgets within the Corporate Strategy team.
- 5.4 Staffing requirements:
 - Placement co-ordinator – responsible for and oversee the NMT's work and learning activities
 - Internal mentor
 - Programme sponsor
- 5.5 The graduate summer placement scheme may incur ad hoc training costs and IT costs

6. OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 - CRIME AND DISORDER, RISK AND OTHER)

- 6.1. An Integrated Impact Assessment has been undertaken and no negative impacts have been identified. This programme has potentially more positives associated with it than negatives and these will be maximised where possible.

7. OUTCOMES OF CONSULTATION

- 7.1 Previous NMTs have benefitted from the wealth of experience they gained whilst on the scheme and have used it as a springboard to secure substantial posts in local government.

- 7.2 Managers who have provided placements for NMTs value the additional resource as it ensures projects can be completed quickly and to a high standard.

8. RECOMMENDATIONS

It is recommended that:

- 8.1 Approval to be given to participate in the National Graduate Development Programme in 2012. The deadline for submitting an application to participate in the scheme is February 2012.
- 8.2 Approval to be given to pilot a graduate summer placement scheme.

DIRECTOR OF CORPORATE AND COMMUNITY SERVICES

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Background Papers used in the preparation of this report:

1. Integrated Impact Assessment
2. NMT profiles
3. NGDP three way partnership agreement



John Bennett



John joined the council in April 2006 and was our first NMT. He graduated from the University of Durham in 2004 with a BA (Hons) in European Studies with French.

Since April 2006, John has worked on a number of projects:

- He co-ordinated the council's CPA corporate assessment inspection, working with senior officers and members to ensure the council's strengths were recognised.
- He led on the production of the council's Employee Handbook, working with HR to help communicate to employees how they contribute to the council's ambitions as well as providing them with other useful information.
- Following the publication of the Local Government White Paper in October 2006, he was tasked with identifying its implications for the council as well as communicating its contents to senior officers and members.
- He has completed a number of projects aimed at increasing awareness of the council's ambitions. These include a new format for service planning; re-designing the EDR process to include a Personal Action Plan; and producing a range of material to promote the ambitions.
- He has written a number of key documents for the council including frameworks for performance management and community engagement. He has developed similar documents for the Local Strategic Partnership.
- He was involved in the establishment of the Performance Improvement Panels, identifying areas of risk for the council and researching best practice on areas where the council was currently under-performing.

Where is he now?:

After completing the NGDP John went to work in the council's Strategic Regeneration service as a Principal Economic Officer.

From March 2010 John moved to Lambeth Council as a Policy and Partnerships officer.



Lewis Etoria

Lewis joined the council in August 2007 after graduating from the University of Lincoln with a BA(Hons) in social policy.

Since August 2007, Lewis has been involved in a number of projects:

- He helped the council prepare for its CPA corporate inspection, writing the self assessment statements for the Audit Commission as well as briefing managers across the council.
- In Neighbourhood Management, he produced recommendations for the council as to the best way forward, helping inform and shape the current thinking surrounding neighbourhood management.
- He ran a project which aimed to improve the council's processes for partnership working and develop a governance framework for partnerships. Here he produced a partnership guidance pack and governance framework that was adopted by the Local Strategic Partnership and its sub-partnerships. Due to its success he also became the council's interim policy and partnerships officer and was the first point of contact for questions from officers and managers about partnership working.
- He compiled and collated research around climate change, delivering policy briefings for members and being involved in recruitment for the team.

Where is he now?:

After completing the NGDP Lewis took a job at North Lincolnshire Council as a Community Planning Co-ordinator.

Lewis now works as a project manager based in the East Riding of Yorkshire delivering a Customer Insight Project across the Humber sub-region.



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Sean Brennan

Sean joined the council in August 2008 after graduating from the University of Lincoln with a BA (Hons) in History.

Since August 2008 Sean has been involved in a number of projects:

- He managed a project for North Lincolnshire Strategic Partnership developing a Health and Well-being Strategy. This involved working with partners including the primary care trust to research, consult, develop and produce the strategy.
- He organised the Health Summit for North Lincolnshire, an event for over 100 professionals and stakeholders to launch the Strategy. This involved guest speakers and a series of workshops.
- He worked with South Humber Racial Equality Council (SHREC), a partner of North Lincolnshire Council, managing a modernisation project. He developed their business plan, coordinated workshops for members, produced a constitution, line managed an Equality Worker, visited other Racial Equality Councils to learn best practice and implemented the changes at SHREC.
- He produced and presented a report to Cabinet on the Communities in Control White Paper, Local Government and Public Involvement in Health Act 2007, Councillor Call for Action, and Duty to Involve.
- He brokered the first partnership agreement with the University of Lincoln, taking two recent graduates for a 1 month internship. He managed the two graduates for the duration of their placement.

Where is he now?

Sean started his new role in March 2010 as a Community Planning Co-ordinator in the Stronger Communities team.



Matthew Prisk

Matthew joined the council in August 2009 after graduating from the University of Leeds with a BA (Hons) Politics and Parliamentary Studies. He is still in his first year of the programme.

Since August 2009, Matthew has been involved in a number of projects including:

- He wrote and edited the 'Members Lincs' newsletter, designed to keep elected members up to date with council and national developments.
- He has been involved with the North Lincolnshire Equality Network, helping to organise a summit event focusing on developments in Equalities legislation. Also he has edited the 'Valuing Diversity' newsletter, widely circulated to staff updating them on the latest developments in the diversity agenda.
- He has worked on designing a new partnership toolkit and guidance document to improve our partnership working and audit of our existing partnerships. He helped create an electronic e-form and database system in order to ensure our partnerships are efficient and effective in achieving their outcomes.
- He has been project managing a project with Tribal consultants on behalf of the council's transformation board looking at opportunities for efficiencies along with value for money assessments for council services.
- He created an electronic interactive integrated impact assessment screening tool which will be rolled out across the council.
- He evidenced KLoE 2.2 around data quality and suggested improvements to the councils data quality protocol.

Where is he now?

Matt started his new role in August 2011 as a Business Improvement officer at Staffordshire County Council .



Rosie Costello

Rosie joined the council in October 2010 after graduating from Sheffield Hallam University with a first class degree in Human Geography.

Since joining the council Rosie has project managed two projects funded by the Regional Improvement and Efficiency Partnership [RIEP].

- Yorkshire and Humber Business Redesign Project was a £110k project that involved all 22 Yorkshire and Humber Local Authorities and sought to increase capacity and capability in business improvement techniques. As part of the project Rosie co-ordinated an extensive training programme that trained 72 officers in 'Lean Six Sigma' techniques
- Alcohol Misuse Project was a £50k project that built on the 'Total Place' pilots and involved joint working in North Lincolnshire to reduce alcohol misuse.
- Rosie undertook a review of effective restorative justice schemes spent three months working with the Safer Neighbourhoods Partnership supporting the implementation of a restorative justice scheme in North Lincolnshire.

Where is she now?

Rosie is still on the National Graduate Development Programme and is currently on placement with the commissioning team in Adult Social Services