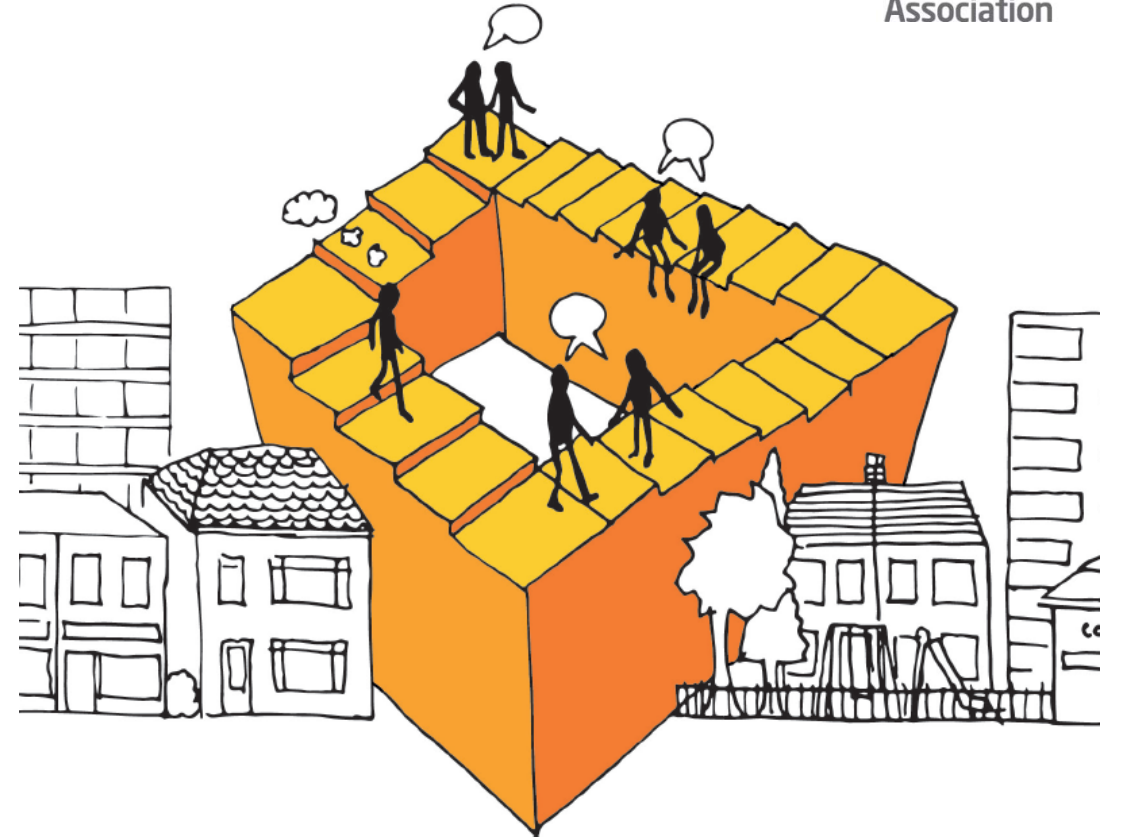


Report Launch

OUTSIDE THE BOX

The Council Workforce of Tomorrow

Thursday 8th December



WORKFORCE REFORM: WHY NOW?



“What if we don’t change at all ...
and something magical just happens?”

- As councils transform, the workforce will need to too
- Greater demand on the workforce skillset and competencies
- How can councils recruit and retain the workforce they need?

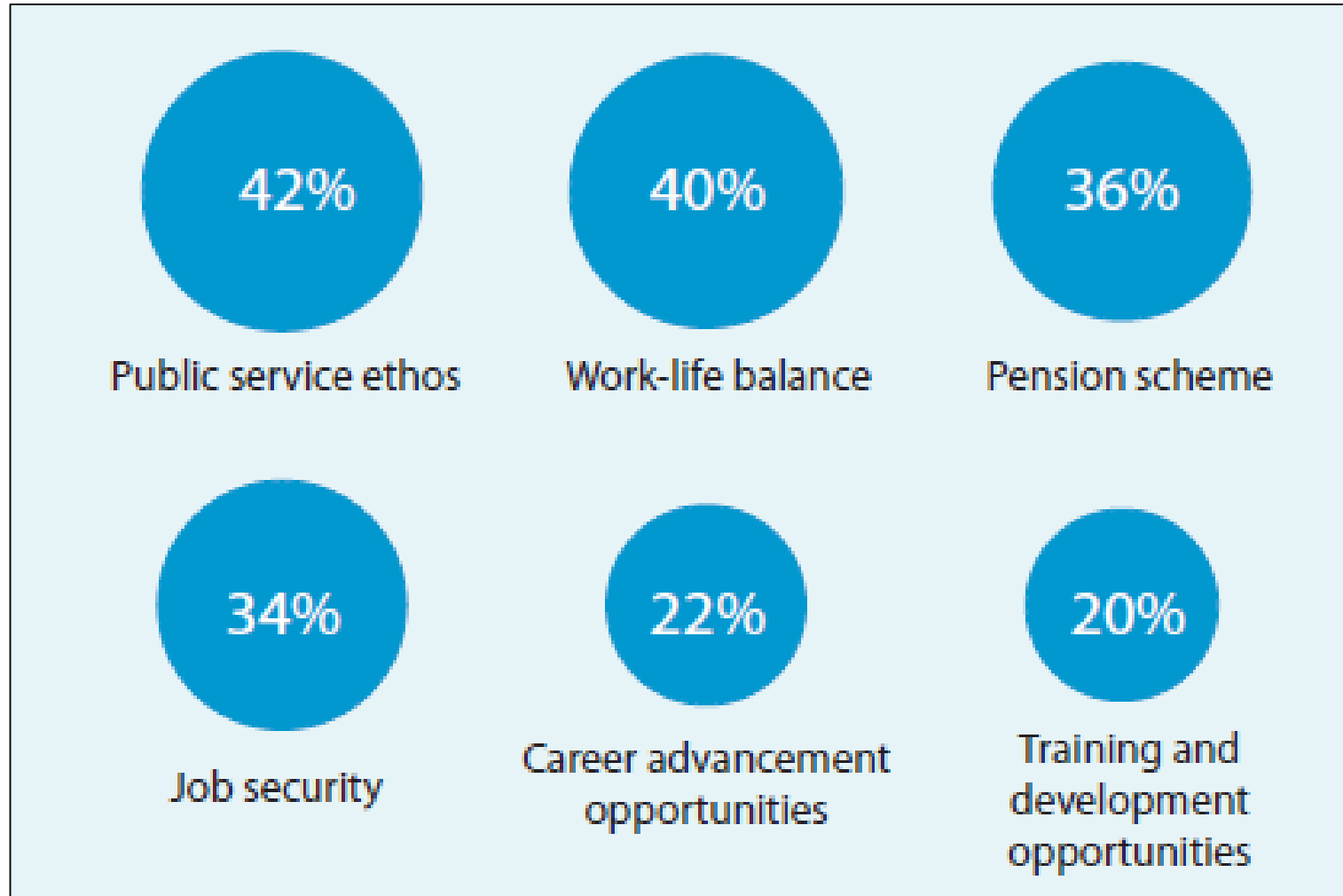
METHODOLOGY

- Survey
 - Workforce
 - HR Directors
- Interviews
- Roundtables
- Three case studies



WHY WORK IN LOCAL GOVERNMENT?

LOCAL GOVERNMENT WORKFORCE SURVEY QUESTION, 2,526 RESPONSES (TOP 3 REASONS)



CHANGING THE COUNCIL'S WORKING CULTURE

- A self-managing working culture
- Leaders, not managers
- Councillors have a crucial role

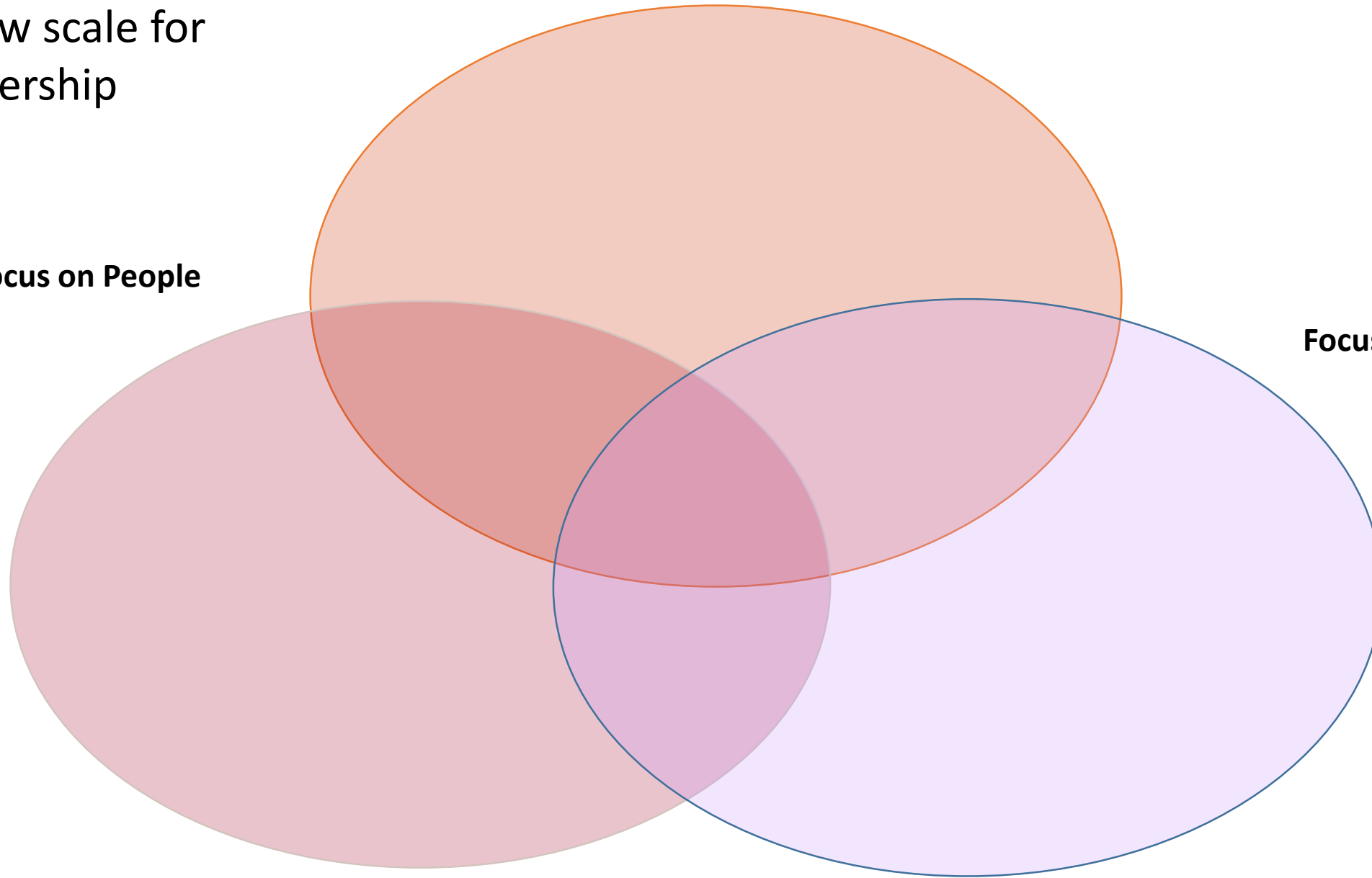


Gaining Altitude:
a new scale for
leadership

Focus on Self

Focus on People

Focus on Outcomes

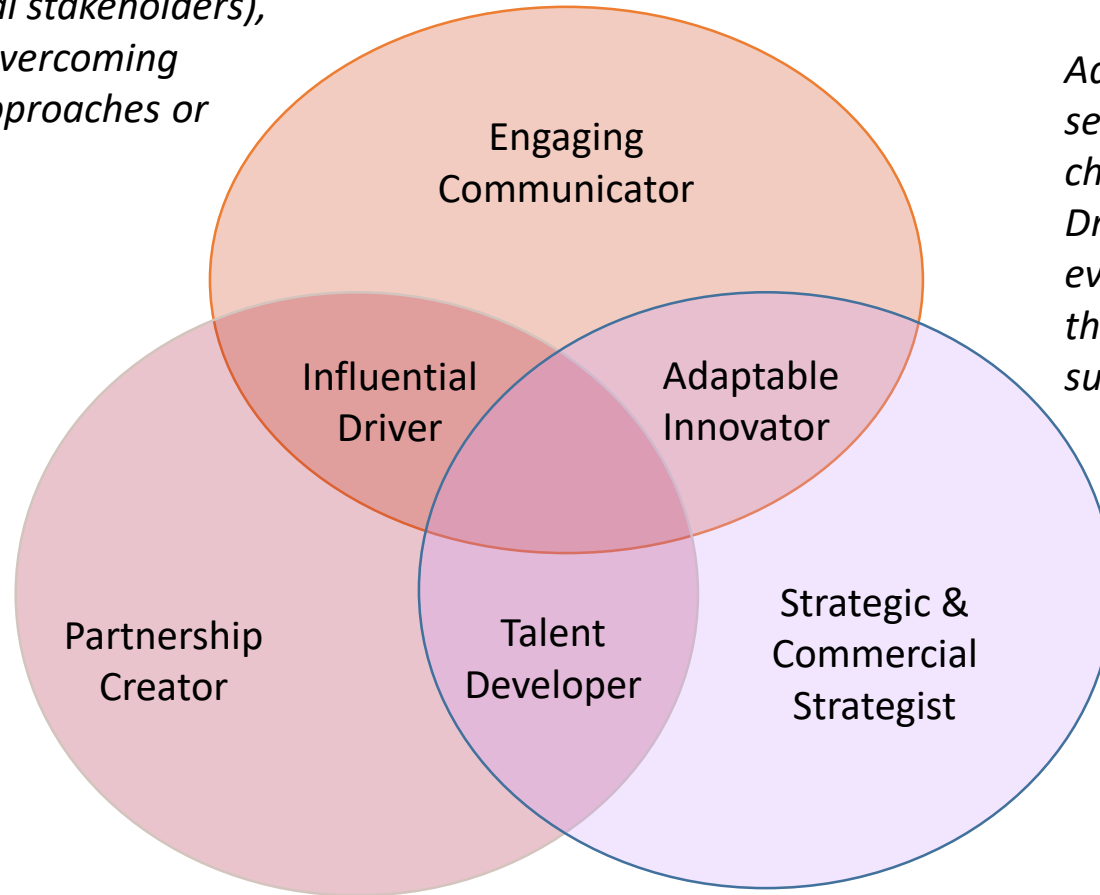


Resilient, courageous and tenacious in seeing things through. Using sophisticated influencing skills, adapting their approach (be it with employees, members, or external stakeholders), winning hearts and minds and overcoming barriers to drive through new approaches or changes.

Inspiring, engaging and engendering trust in others through: open, impactful communication and interactions; confidence; managing the Council's impact and image; role modelling of accountability, trust, sensitivity and honesty.

Adaptable, innovative, learning focused and self-reflective. Able to flex in response to changing priorities, cultures and demands. Driving continuous transformation and evolution in the way the Council operates, thinks and delivers high quality services in a sustainable and cost-effective way.

Networking and using interpersonal skills to create strong, positive working relationships. Taking a collaborative approach to decision making and driving meaningful partnerships with external stakeholders to deliver a better service to residents.



Navigating ambiguity and complexity to create a meaningful vision and strategy, and articulating this clearly to others. Balancing commercial awareness and keen financial acumen with a drive to keep residents and excellence in the services delivered to them at the heart of what they do, having social purpose.

Builds an empowering, positive, supportive team climate across boundaries, where conflict and poor performance are dealt with constructively. Proactively creates a more diverse, sustainable and effective workforce to meet future demands.

RECRUITMENT: COUNTERING NEGATIVE PERCEPTIONS

“We battle with the perception that people who work here are only waiting for their pensions.”

MailOnline

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**Incompetent civil ser
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JOBSWORTH

Confessions of the Man fr



Malcolm Phillips



RECRUITMENT: BECOMING MORE OUTWARD FACING



Mark Rogers
@MKMRogers FOLLOWS YOU

First & foremost, me - Mark Rogers.
Also, Chief Executive @ Birmingham City Council. And expired SOLACE President 2013-16. Light relief? Vnyl: LP, 12, 10 & 7.



RECRUITMENT: HIGHLIGHT THE BENEFITS

Public Service Ethos

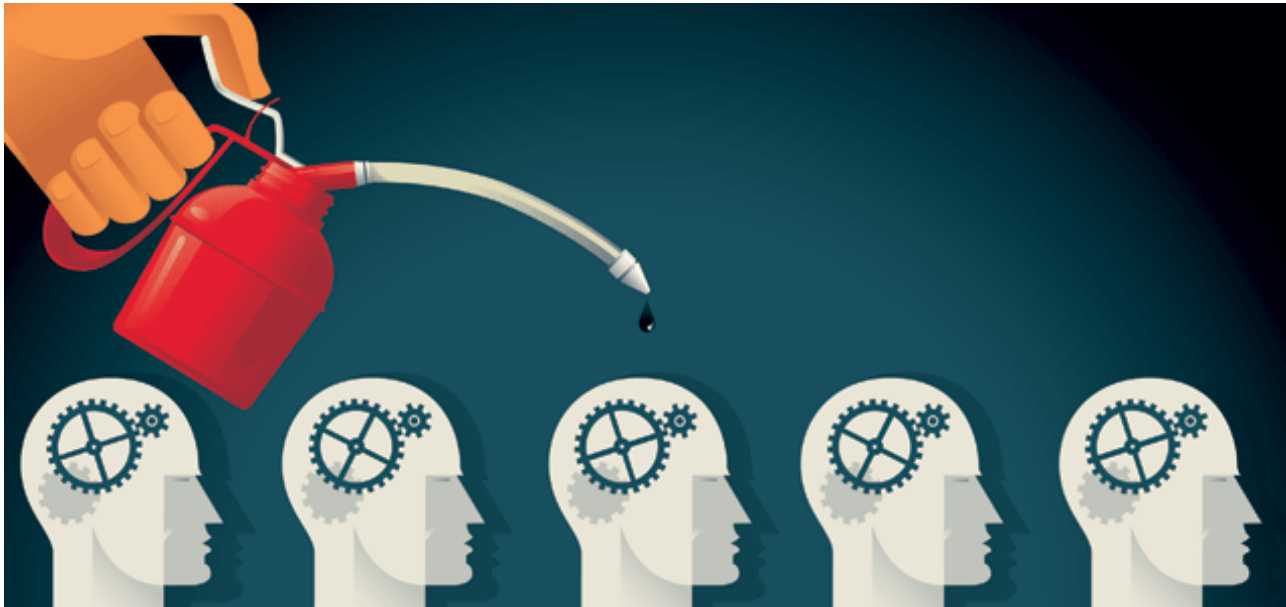
“I want to be able to see something and say ‘I did that, I helped achieve that’ to my mum and dad.”



Work Life Balance

STAFF DEVELOPMENT AND RETENTION

What about the existing workforce?



New approaches to:

- Performance management
- Training
- Retaining staff

SUMMARY OF OUR KEY RECOMMENDATIONS

- Councils should implement workforce strategies that increase autonomy and reduce hierarchy
- Councils should become much more outward-facing to counter negative perceptions of working for a council.
- Going forward we need leadership not management
 - Leadership development has an important place but ensure organisational support is in place to maximise ROI
 - An holistic talent approach (talent 'maturity') adopts future leadership criteria for all stages of the human capital strategy



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