

# People Plan

## Local Government Association

January 2023





# Foreword from the LGA's Chief Executive

Foreword

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Our values  
and behaviours

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Strategic aims of our  
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I am very proud to work for the Local Government Association. We are the voice of local government – in its widest sense – and we exist to support, promote and improve it.

We achieve significant change for, and provide vital support to, councils and we know that our members really value the work we do. But none of it would be possible without the people, our staff, who work here.

It has never been more important that we look at how our staff can most effectively help the LGA meet its strategic objectives. As an organisation we respect our people and the work they do, and we want to make sure that we are continuing to learn and improve as an employer.

Our business plan for 2022-25 lays out our priorities for the organisation over the next three years and this People Plan sets out how we can attract, retain, develop and support our staff to deliver these.

We have laid out five strategic aims and objectives and have worked hard to ensure that these are measurable so that we can monitor our success and be accountable for the impact.

This Plan has been created in consultation with LGA colleagues who we thank for their input. This is their plan, it's something we should all own, and all be responsible for.

I am committed to the LGA being inclusive, ambitious and collaborative so that we can continue to deliver for all of local government.

**Mark Lloyd**  
**Chief Executive Local Government Association**





# Our values and behaviours

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## Inclusive

**We ensure that our work is inclusive of all voices.**

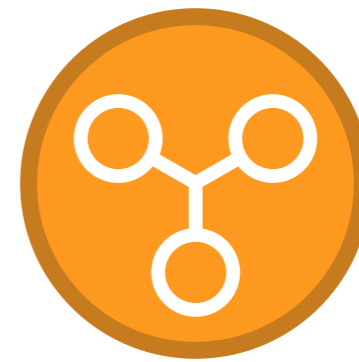
Everyone deserves to be treated with the utmost respect regardless of their background, social identity or circumstances. That is why we challenge our own assumptions of others and will want to listen to people's experiences and perspectives before making decisions. We encourage and embrace a diverse range of perspectives, even when a perspective may be hard to hear. Inappropriate language or behaviour will always be challenged at the LGA.



## Ambitious

**We are ambitious for councils and their communities and are committed to striving for excellence in all that we do to support our colleagues, our membership and the sector to deliver the best possible outcomes.**

We take pride in everything we do. When speaking about the work of the LGA or our member councils, we always communicate with a positive attitude and an enthusiasm for supporting the continuous improvement to building high quality, sustainable public services. We know we are more effective and can be more responsive to the needs of the sector when we work innovatively, while remaining honest and realistic about what can be achieved, how it will be done and when.



## Collaborative

**We bring together the expertise and skills needed, working as one team.**

Seeking out opportunities to develop our own networks and connections both within and outside of the LGA will always be encouraged. Everyone should feel comfortable in being able to share their experiences and their expertise if they think it could benefit others and also be open and willing to help when asked by others too. We won't always get things right, so reaching out to each other and learning from our mistakes is encouraged.





# Our values and behaviours as managers

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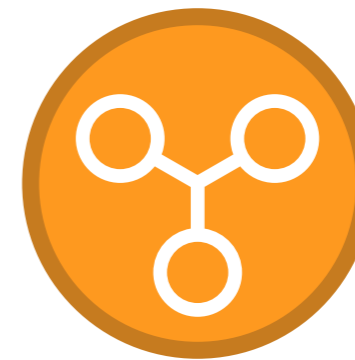
## Inclusive

**As a manager,** I also lead by example demonstrating active participation and making a positive contribution to ensuring that the LGA is an inclusive place to work. Everyone is encouraged to develop their skillset and broaden their knowledge and think creatively in relation to equality, diversity and inclusion. An environment of trust where people are allowed the freedom to deliver is paramount, as is the recognition that not everyone will always do things in the same way that I would.



## Ambitious

**As a manager,** I also provide opportunities for colleagues to use their own initiative, strengths and skills. Clear objectives allow my team to understand what we are trying to achieve, even when the priorities are changing or are unclear. All members of my team are encouraged to develop and learn new skills and are fully supported with constructive feedback during regular 1-2-1 meetings.



## Collaborative

**As a manager,** I also ensure collaborative working is embraced across the whole of my team. Everyone is encouraged to use their own initiative, try out new ideas and to actively 'think outside the box'. By working closely with others, I will seek to ensure that the LGA makes the most of everyone's skills and strengths as we embark on new projects and continuously learn from each other.



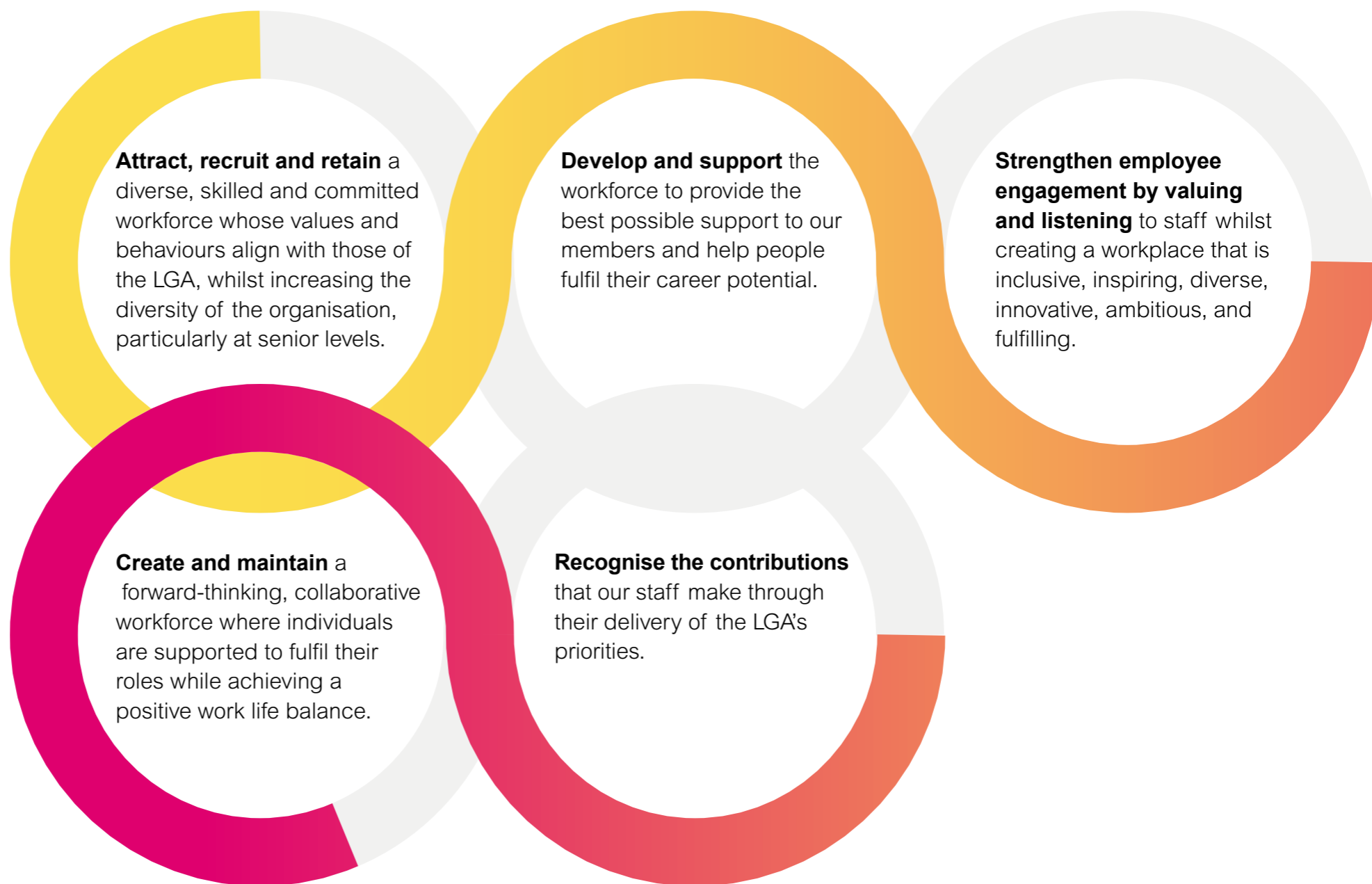


# Strategic aims of our People Plan 2023-2025

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Strategic aim	Strategic objectives	Key measures of success and impact
<p><b>Attract, recruit and retain</b> a diverse, skilled and committed workforce whose values and behaviours align with those of the LGA, whilst increasing the diversity of the organisation, particularly at senior levels.</p>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Develop our employer reputation to further enhance our role as the national membership body for local authorities.</li> <li>• Develop our recruitment processes and practices to ensure they are fair, flexible and specific to our needs.</li> <li>• Enhance the LGA by attracting, recruiting and retaining a diverse and inclusive workforce that have the relevant skills and experience.</li> <li>• Offer a flexible, attractive and modern benefits package.</li> </ul>	<ul style="list-style-type: none"> <li>• Most of our posts are filled first time with the right calibre of staff.</li> <li>• Increase in the diversity profile of applicants at each stage of the recruitment process.</li> <li>• A balanced proportion and turnover of employees at each stage of the employment life cycle.</li> </ul>





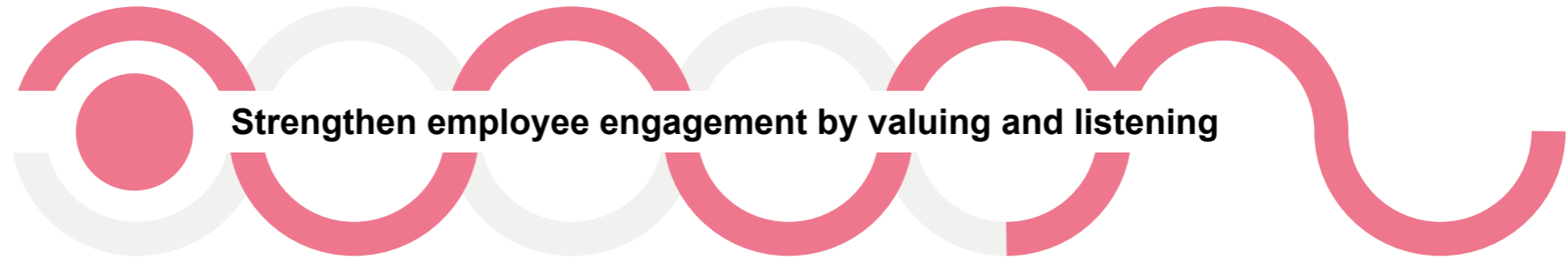
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Strategic aim	Strategic objectives	Key measures of success and impact
<p><b>Develop and support</b> the workforce to provide the best possible support to our members and help people fulfil their career potential.</p>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Aim to achieve the objectives of a Learning Organisation through a deep commitment to learning and organisational development, enabling our staff to effectively deliver against our organisational objectives.</li> <li>• Design, develop and commission relevant training and development programmes that meet the needs of our staff as well as proactively respond to the LGA's priorities.</li> <li>• Develop and support staff at all levels through effective development reviews and career planning whilst listening to individual needs. Doing this whilst recognising that, as a small organisation, staff may look to the sector or more widely, for promotional and/or development opportunities. We will also recognise that not all staff will want promotional opportunities</li> <li>• Foster an environment that encourages and supports all individuals to achieve their full potential.</li> <li>• Ensure that our staff are clear about what is expected of them, their roles as advocates of the LGA, and how their contribution links to the priorities of the LGA.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff are clear about what is expected of them (as evidenced by our appraisal processes and staff survey).</li> <li>• All staff have meaningful Performance and Development Reviews (appraisals).</li> <li>• Increased diversity profile on LGA staff promoted into senior and leadership roles (both within the LGA and the sector more broadly).</li> <li>• Retaining low levels of capability cases.</li> </ul>





## Strengthen employee engagement by valuing and listening

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Strategic aim	Strategic objectives	Key measures of success and impact
<p><b>Strengthen employee engagement by valuing and listening</b> to staff whilst creating a workplace that is inclusive, inspiring, diverse, innovative, ambitious, and fulfilling.</p>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Foster an inclusive environment that celebrates similarities and differences, where all employees are respected and valued.</li> <li>• Continually engage with and actively listen to all staff.</li> <li>• Continuously improve our processes and practices to help our staff grow and develop in line with their own ambitions whilst meeting the needs of the LGA.</li> <li>• Work in partnership with our staff networks and trade union to continue to develop and evolve our approach to staff engagement and communication.</li> </ul>	<ul style="list-style-type: none"> <li>• The LGA is perceived as an excellent place to work (staff survey measure – at organisational level and other breakdowns – teams, directorates and protected characteristics).</li> <li>• Retaining low levels of disciplinary and grievance cases.</li> </ul>







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Strategic aim	Strategic objectives	Key measures of success and impact
<p><b>Create and maintain</b> a forward-thinking, collaborative workforce where individuals are supported to fulfil their roles while achieving a positive work life balance.</p>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Actively support the health and wellbeing of our staff, both mental and physical, and offer relevant interventions and services.</li> <li>• Provide opportunities for staff to talk regularly to managers about goals and objectives that help balance workload and recognise wellbeing considerations.</li> <li>• Encourage staff to work flexibly and utilise their annual leave to ensure a healthy balance between their success at work and spending time doing the things they enjoy.</li> </ul>	<ul style="list-style-type: none"> <li>• Positive staff feedback from our annual staff survey.</li> <li>• Healthy staff turnover rates.</li> <li>• Low sickness absence levels.</li> <li>• Full manager engagement in relevant and required training programmes.</li> <li>• Constructive engagement through 121s.</li> </ul>





## Recognise the contributions

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Strategic aim	Strategic objectives	Key measures of success and impact
<p><b>Recognise the contributions</b> that our staff make through their delivery of the LGA's priorities.</p>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Ensure our staff feel valued, involved and fulfilled in the work that they do.</li> <li>• Celebrate the success of our workforce, both at an individual and organisational level, recognising how all staff contribute to and enhance the overall success of the LGA.</li> <li>• Develop mechanisms for both peer-to-peer and customer-to-employee compliments.</li> </ul>	<ul style="list-style-type: none"> <li>• High levels of compliments received.</li> <li>• Low levels of complaints received.</li> <li>• Positive engagement in the appraisal process.</li> <li>• Positive feedback from the LGA staff survey.</li> <li>• Positive feedback from the LGA member satisfaction survey.</li> </ul>





**Local Government Association**

18 Smith Square  
London SW1P 3HZ

Telephone 020 7664 3000  
Email [info@local.gov.uk](mailto:info@local.gov.uk)  
[www.local.gov.uk](http://www.local.gov.uk)

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