

## Executive Leadership Board Report Cover Sheet

<b>Report Title</b>	Graduate Schemes – Second Proposal to the Executive Leadership Board
<b>Sensitivity (please bold)</b>	<del>Sensitive – Limited to ELB only</del>
	Not sensitive – ELB can share with teams as needed
<b>Report Sponsor (ELB)</b>	
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<b>List key colleagues who have been sighted on the report for each department and institution below (where none please state none)</b>	
Town Clerk's & Deputy Town Clerk's	Caroline Jack Jen Beckermann
Comptroller and City Solicitor's	None
Operations	Marcelle Moncrieffe Saida Bello Cindy Vallance Mark Williams Kaye Saxton-Lea Melody Thornton
City Surveyor's	None
Remembrancer's	None
Chamberlain's	Caroline Al-Beyerty
Environment	None
Innovation and Growth	None
Community and Children's Services	None
City of London Police	None
Police Authority Board	None
Bridge House Estates	None
Barbican	None
Guildhall School of Music and Drama	None
City of London School	None
City of London School for Girls	None
Freemans School	None
Other	N/A

### Summary of report:

This paper presents the results of the research undertaken to scope the development of a generalist graduate scheme at the City Corporation and makes a series of recommendations, the most significant of which proposes that the City Corporation registers to deliver the Local Government Association's (LGA) National Graduate Development Programme (NGDP).

**Decision/action required of ELB:**

It is recommended that ELB members:

1. Authorise HR officers to register the City Corporation with the National Graduate Development Programme, managed by the Local Government Association, for 2024/2025 (first cohort).
2. Agree that the graduate scheme is funded centrally, with departments and Institutions bidding to host a National Management Trainee for a six-month placement.
3. Approve the proposal to appoint a full-time Graduate Scheme Coordinator (grade E, subject to JE approval) to the Talent & Organisational Development Team to manage the scheme internally and liaise with the Local Government Association as required.

## **Generalist Graduate Scheme – Second Proposal to the Executive Leadership Board**

**17 April 2023**

### **1. Introduction**

In January 2023, the ELB agreed that a generalist graduate scheme should be reintroduced to the City Corporation and tasked the Young Employees Network Co-Chairs and HR officers to undertake additional research and determine the scope of such a scheme. This paper presents the results of this research and makes a series of recommendations, the most significant of which proposes that the City Corporation registers with the Local Government Association's (LGA) National Graduate Development Programme (NGDP).

The benefits of reintroducing a graduate scheme to the City Corporation were outlined in the paper considered by ELB in January. However, it should be noted that the scheme will go some way to facilitating greater social mobility within the organisation and will help to build professional confidence among a new cohort of graduate employees.

### **2. Recommendations**

It is recommended that ELB members:

1. Authorise HR officers to register the City Corporation with the National Graduate Development Programme, managed by the Local Government Association, for 2024/2025 (first cohort).
2. Agree that the graduate scheme is funded centrally – as outlined in section 5 – with departments and Institutions bidding to host a National Management Trainee (NMT) for a six-month placement.
3. Approve the proposal to appoint a full-time Graduate Scheme Coordinator (grade E, subject to JE approval) to the Talent & Organisational Development Team to manage the scheme internally and liaise with the Local Government Association as required.

### **3. The National Graduate Development Programme (NGDP)**

The NGDP is a two-year graduate development programme and is the only graduate scheme specifically for local government. It is managed by the Local Government Association. Every year, it attracts 4-5,000 applications from graduates from a range of backgrounds and disciplines. The NGDP team run a rigorous, competitive national recruitment process, matching the highest calibre of candidates to councils nationwide.

With around 200 graduates in each annual cohort across England and Wales, the National Management Trainees (NMTs) build an extensive network, which they can call upon throughout their career. Participation in a national graduate scheme gives NMTs access to leaders in local government and greater opportunities for mentoring and shadowing.

Graduates are employed by councils and complete at least three placements to develop skills across a variety of services. Councils have the flexibility to decide which areas these

placements cover. Alongside their employment, graduates undertake a prestigious learning and development offer provided by the LGA, which includes an ILM Level 7 qualification.

The scheme's Three-Way Partnership outlines the responsibilities of the three main partners of the NGDP, i.e., the local authority, LGA and the NMTs. A Development Framework, a self-assessment tool for NMTs, is used by participating councils to support the NMT's development and progress while on the NGDP.

The NGDP has a local recruitment offer. This is a recent initiative that gives councils the opportunity to recruit local talent. The registration deadline for the local recruitment campaign ahead of a September 2024 cohort start is October 2023. Without the local recruitment offer, the registration deadline is March 2024.

#### Key requirements:

- Graduates must undertake a minimum of three placements over a two-year contract.
- Councils must pay a minimum salary of SCP 20 – this is currently £28,371 (subject to pay negotiations).
- There is a one-off registration fee per graduate, only paid once they have been successfully recruited and have started work (£3,200 per graduate for 2023). This covers both the recruitment and the two-year learning and development programme. Councils are expected to cover travel costs to and from NGDP learning and development events.

## **4. Case Studies**

Research has been undertaken to understand the delivery of the NGDP at two local authorities – Westminster City Council and Cambridgeshire County Council.

### *Westminster City Council*

The scheme is funded by the Apprenticeship Levy. Placements are on a rotation basis, and NMTs are given five days of study leave per year. Retention is relatively good, with some exchange programmes with other local authorities in place. Interviews are held each May in advance of a September start date.

### *Cambridgeshire County Council*

Cambridgeshire County Council has offered the NGDP for 10 years and recruits up to four NMTs each year. NMTs are given a fixed-term contract for two years and are supported to find permanent roles within the council. Retention is fairly high. The scheme is centrally funded through the corporate learning and development budget. By providing evidence against progression criteria, the NMT's salary increases in their second year.

The placement co-ordinator role is shared between a Learning & Development Adviser and a Career Development Adviser (both in the Corporate Learning & Development Team). The coordinator line manages the NMTs and is supported by the placement managers. Mid-placement and end-of-placement reviews are undertaken and regular meetings to assess progress against the Development Framework are held.

NMTs undertake either four six-month placements or two six-month placements in year one, followed by a year-long placement in year two. Placements are offered by departments from across the council's functions and services. The first placement is chosen by the council. NMTs have some say in choosing their second placement once service directors have

submitted expressions of interest. NMTs are expected to approach managers/directors to arrange their third and fourth placements according to their career interests.

## 5. NGDP at City of London: Scope

It is proposed that:

- The City Corporation recruits **10 graduates/NMTs** per year, with a start date of early September, meaning that by year 2, there will be up to 20 NMTs working across the City Corporation.
- Graduates be paid spinal point 1018 (**top of grade B**) in year 1 and spinal point 1022 (**bottom of grade C**) in year 2, including London Weighting, plus on-costs.
- Each NMT will undertake **four six-month placements**. Placements 1 and 2 (year 1) will be allocated to the NMT, while the NMT will have some say in their third and fourth placements following conversations with the relevant Chief Officers.
- The **Graduate Placement Coordinator** manages the graduate scheme (see section 6).
- A **local recruitment campaign** be delivered in consultation with the NGDP team.

The following departments have expressed an interest in hosting at least one graduate for a six-month placement:

- |   |                    |
|---|--------------------|
| • Chamberlain's   | 2                  |
| • Mansion House   | 1                  |
| • Health and Safety (Operations)  | 1                  |
| • HR (Operations)   | 1                  |
| • Project Governance (Operations)   | 1                  |
| • Commercial (Operations)   | 1                  |
| • EDI (Operations)  | 1                  |
| • DITS (Operations)   | 1                  |
| • Remembrancer's  | TBC                |
| • DCCS  | TBC                |
| • Innovation & Growth   | TBC                |
| • Environmental Health, Licensing,<br>Trading Standards, Air Quality<br>(Environment) | TBC                |
| • Barbican  | <i>From year 2</i> |

## 6. Role of the Graduate Placement Coordinator

It is anticipated that the City Corporation's placement coordinator will:

- Act as the primary liaison with the LGA's NGDP team.
- Develop the local recruitment offer, emphasising that the City Corporation's work extends beyond those of local authority functions.
- Liaise with Chief Officers and placement managers to define and scope placement opportunities.
- Map the movement of NMTs between placements, ensuring there is staffing continuity within departments/Institutions where possible.
- Offer pastoral support to the NMTs as required.

- Ensure that the City Corporation upholds its obligation to fulfil the Three-Way Partnership Agreement.
- Undertake (mid-)placement reviews with the NMTs, addressing any issues with the relevant party/parties as required.

## **7. Financial Information**

It is proposed that the NMTs are centrally funded, with any additional costs outside of the proposed budget being covered by the host department. This will reduce associated budgetary pressures and ensure that the budget allocated is utilised for graduate scheme purposes only.

Please see **Appendix 1** for a breakdown of the expected costs.

Graduates will be paid at spinal point 1018 (top of grade B) in year one, which equates to £29,120 (including London Weighting of £6,710), aligning with the NGDP's minimum salary requirements. The NMT will be positioned at spinal point 1022 (bottom of grade C) by year two, which equates to £31,740 (including London Weighting of £6,710) in recognition of the skills and knowledge they will have acquired during year one and subject to a successful end of year review.

It is proposed that the Graduate Placement Coordinator role (grade E) will be centrally funded but sit within the Talent & Organisational Development Team. This will ensure that the Graduate Placement Coordinator can maintain a close working relationship with the Apprenticeship Manager, who together can facilitate a network between the apprentices and the NMTs.

£200 has been allocated to each NMT per year to cover travel costs to and from learning and development events. It is anticipated that NMTs will be required to attend at least four off-site sessions as part of the programme. This funding allocation will be reviewed at the end of the first year.

## **8. Next Steps**

If the recommendations above are agreed by the ELB, officers in HR will register the City Corporation with the NGDP scheme and seek to recruit a Graduate Placement Coordinator in line with the indicative timeline (see appendix 2).

The Young Employees Network Co-Chairs will continue to support the development of the scheme and liaise with HR and Chief Officers as appropriate. It is also intended that the graduate scheme will be referenced in the emerging People Strategy.

As the City Corporation seeks to realign its organisational culture, investment in this scheme would ensure an increase in the corporate provision for skills, capability, and succession planning. Moreover, it would demonstrate the City Corporation's commitment to social mobility, diversity, inclusivity, and investment in its workforce.

## Appendix 1: Breakdown of Costs

One Graduate per Year						
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Local Government Association appointment fee	£ 3,200.00	£ 3,321.43	£ 3,442.86	£ 3,564.29	£ 3,685.71	£ 3,807.14
Pay	£ 29,120.00	£ 60,860.00	£ 60,860.00	£ 60,860.00	£ 60,860.00	£ 60,860.00
Travel & Additonal Costs	£ 200.00	£ 408.00	£ 416.16	£ 424.48	£ 432.97	£ 441.63
Cost	£ 32,520.00	£ 64,589.43	£ 64,719.02	£ 64,848.77	£ 64,978.69	£ 65,108.78
Graduate Placement Coordinator	£ -	£ -	£ -	£ -	£ -	£ -
<b>Total</b>	<b>£ 32,520.00</b>	<b>£ 64,589.43</b>	<b>£ 64,719.02</b>	<b>£ 64,848.77</b>	<b>£ 64,978.69</b>	<b>£ 65,108.78</b>
Cost per placement*	£ 16,260.00	£ 16,147.36	£ 32,359.51	£ 32,424.38	£ 32,489.34	£ 32,554.39
Local Government Association appointment fee	£ 1,600.00	£ 830.36	£ 1,721.43	£ 1,782.14	£ 1,842.86	£ 1,903.57
Pay	£ 14,560.00	£ 15,215.00	£ 30,430.00	£ 30,430.00	£ 30,430.00	£ 30,430.00
Travel & Additonal Costs	£ 100.00	£ 102.00	£ 104.04	£ 106.12	£ 108.24	£ 110.41
<b>Proposed Number of Graduates: Ten Graduates per Year</b>						
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Local Government Association appointment fee	£ 32,000.00	£ 33,214.29	£ 34,428.57	£ 35,642.86	£ 36,857.14	£ 38,071.43
Pay	£ 291,200.00	£ 608,600.00	£ 608,600.00	£ 608,600.00	£ 608,600.00	£ 608,600.00
Travel & Additonal Costs	£ 2,000.00	£ 4,080.00	£ 4,161.60	£ 4,244.83	£ 4,329.73	£ 4,416.32
Cost	£ 325,200.00	£ 645,894.29	£ 647,190.17	£ 648,487.69	£ 649,786.87	£ 651,087.75
Graduate Placement Coordinator**	£ 42,050.00	£ 42,050.00	£ 42,050.00	£ 42,050.00	£ 42,050.00	£ 42,050.00
<b>Total</b>	<b>£ 367,250.00</b>	<b>£ 687,944.29</b>	<b>£ 689,240.17</b>	<b>£ 690,537.69</b>	<b>£ 691,836.87</b>	<b>£ 693,137.75</b>
Cost per placement (Excl Coordinator)	£ 16,260.00	£ 16,147.36	£ 16,179.75	£ 16,212.19	£ 16,244.67	£ 16,277.19
Local Government Association appointment fee	£ 1,600.00	£ 830.36	£ 860.71	£ 891.07	£ 921.43	£ 951.79
Pay	£ 14,560.00	£ 15,215.00	£ 15,215.00	£ 15,215.00	£ 15,215.00	£ 15,215.00
Travel & Additonal Costs	£ 100.00	£ 102.00	£ 104.04	£ 106.12	£ 108.24	£ 110.41

Please note the above salary expectations were budgeted prior to the 2022/23 pay award

\* One placement is six months

\*\* The Graduate Placement Coordinator role is proposed to be grade E.

## Appendix 2: Indicative Timeline

Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24
In principle decision - ELB 23 January	Research phase		Second proposal to ELB		Recruitment of Placement Co-ordinator			Final proposal to ELB	Deadline to register with NGDP <b>local recruitment</b>			Sequencing of placements	Recruitment campaign	Deadline to register with NGDP			Interviews	Confirmation of placements		Commencement of first six-month placements