



NGDP Scheme: Roles & Responsibilities

September 2022

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Overview

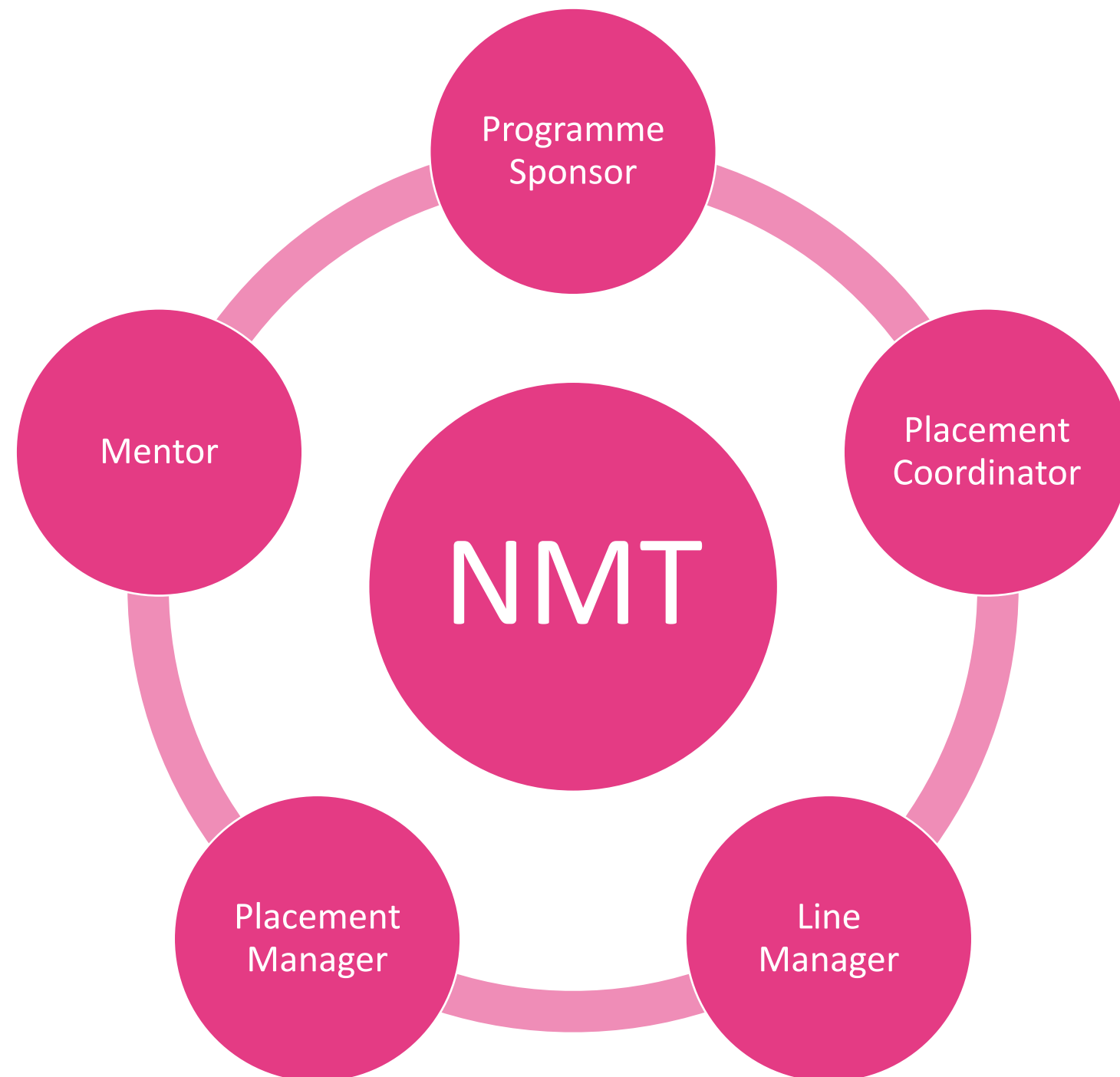


The NGDP in Waltham Forest

- ▶ The NGDP is a **two-year graduate fast-track management development programme**, run by the Local Government Association (LGA). The programme provides local government with high-calibre staff and gives committed and driven graduates the training, experience and opportunities they need to make a positive impact to the public sector.
- ▶ National Management Trainees (NMTs) are employed within the London Borough of Waltham Forest (LBWF) on a two-year, fixed-term contract and undertake a **series of 6-month placements** across the Council, **balancing strategic and frontline experience**. Alongside their work, NMTs participate in a learning and development programme which includes national and regional peer network activities.
- ▶ The NGDP aims to enable NMTs to develop a full understanding of the sector and critically evaluate the leadership challenges facing local government. They have the opportunity to develop their capabilities in **strategic management and leadership**, **personal effectiveness as a leader** and manager and **increase their self-awareness** and awareness of others.
- ▶ In return, we are gaining individuals with commitment, drive and high-level competency, as well as **fresh perspectives and challenge**. Whilst NMTs are learning and building awareness and understanding during the programme, they are encouraged to be proactive, seek out opportunities, feedback to and challenge their local authorities.

Overview

High level summary of roles & responsibilities



Role	Purpose	Who
Programme Sponsor	Strategic ownership of the programme	Deputy Chief Executive
Placement Coordinator	Coordination of placements and recruitment	Head of Change Delivery / Head of Leadership Office
Line Manager	Pastoral support, guidance, and administrative tasks (e.g. approving leave)	Recent graduate / junior staff member
Placement Manager	Day-to-day management relating to an individual placement	Relevant service manager
Mentor	Career support, guidance and advice	ELT member / senior manager



Programme Sponsor



Responsibilities

- ▶ Take strategic ownership of the Council's participation in the programme
- ▶ Accountable for recruitment of new NMTs
 - Chairing recruitment panels
 - Making final decision on appointment of NMTs
- ▶ Accountable for organising placements
 - Presents recommendations to SLT
 - Agrees recommendations with Chief Executive and SLT members
- ▶ Champion the scheme and NMTs across the Council
- ▶ Ensure that the programme contributes towards the broader equality, diversity and inclusion aims for the council and building an effective workforce

Placement Coordinator



Responsibilities

- ▶ Responsible for recruiting new NMTS
 - Coordinating local and/or national recruitment with the LGA
 - Promoting the local scheme at universities, jobs fairs etc
 - Ensuring that the scheme is inclusive and representative of the local population
- ▶ Responsible for coordinating placements
 - Managing and promoting the business case submission process
 - Drafting of recommendations for approval by SLT
- ▶ Accountable for NMT progress through the Council
 - Ensure NMTs are receiving support they require, unblocking issues where necessary
 - Ensure NMTs are performing against placement objectives
 - Maintain assessment of NMT progress against the Development Framework
 - Discuss career development and support with identifying opportunities to retain NMTs within the council
 - Actively support NMTs' study
- ▶ Champion the scheme and NMTs across the Council

Line Manager



Responsibilities

- ▶ Provide ongoing oversight, guidance, and pastoral support for NMTs
- ▶ Responsible for NMT progress through the Council
 - Assess NMT performance against placement objectives
 - Identify if additional support is needed during any placement and flag to Placement Coordinator(s)
 - Actively support NMTs' study
 - Act as 'critical friend' to challenge (where appropriate) and support development of NMTs
- ▶ Undertake administrative, management tasks such as objective setting, approving leave requests and identifying training opportunities
- ▶ Escalate any concerns to the Placement Coordinator to ensure that each graduate is well supported



Placement Manager



Responsibilities

- ▶ Manage the NMT on a day-to-day basis during their placement
- ▶ Ensure the placement meets the objectives set out in the business case bid
- ▶ Responsible for NMT progress during an individual placement
 - Assess NMT performance against placement objectives
 - Provide reassurance to Placement Coordinator(s) and Line Manager(s) that placement is proceeding according to plan
 - Identify if additional support is needed during any placement and flag to Placement Coordinator(s) or Line Manager
- ▶ Identify possible career paths and/or job opportunities for NMTs within their areas (if feasible), and especially in the 3rd or 4th placement

Mentor

Responsibilities

- ▶ Provide ongoing career support, advice and guidance for NMTs
- ▶ Identify and facilitate networking opportunities across the Council for NMTs
- ▶ Champion the scheme and NMTs across the Council
- ▶ Act as a key advocate and coach, separate from the formal mechanisms of the scheme to support NMTs' development





Coordination between roles

Regular meetings

► In order to fulfil their responsibilities, the following meetings should be taking place:

Who	Frequency of Meetings
Placement Coordinator + NMT	At least every two months
Line Manager + NMT	At least once or twice a month
Placement Coordinators + All Line Managers	At least once a month
Placement Coordinator, Line Manager + Placement Manager	At least every two months (or three times per placement)
Placement Manager + NMT	At least once or twice a fortnight (during the placement)
Mentor + NMT	At least every three months