WARWICK DISTRICT COUNCIL	**Overview and Scrutiny Committee** **28th June 2016**	**Agenda Item. 6**

Title	Recruitment and Retention
For further information about this report please contact	Tracy Dolphin HR Manager Tracy.dolphin@warwickdc.gov.uk Tel: 01926 456350
Wards of the District directly affected	None
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No
Date and meeting when issue was last considered and relevant minute number	None
Background Papers	None

Contrary to the policy framework:	~~Yes~~/No
Contrary to the budgetary framework:	~~Yes~~/No
Key Decision?	~~Yes~~/No
Included within the Forward Plan? (If yes include reference number)	~~Yes~~/No
Equality & Sustainability Impact Assessment Undertaken	~~Yes~~/No Update report, no decision to be made

Officer/Councillor Approval		
Officer Approval	**Date**	**Name**
Chief Executive/Deputy Chief Executive	15.6.16	Chris Elliott/Bill Hunt
Head of Service	15.6.16	Chris Elliott
CMT		As above
Section 151 Officer	15.6.16	Mike Snow
Monitoring Officer		Andy Jones
Finance	15.6.16	Mike Snow
Portfolio Holder(s)		Cllr Andrew Mobbs
Consultation & Community Engagement		
Consultation has taken place with CMT and representatives of the People Strategy Steering group to inform the content of this report		
Final Decision?		N/A
Suggested next steps (if not final decision please set out below)		

1. SUMMARY

1.1 A request was made by this committee for further information on Recruitment and Retention.

The report sets out the policies and procedures the Council operates relating to recruitment and retention of staff and highlights further actions that have been identified to ensure that the Council is fit for purpose and able to deliver its services efficiently and effectively, with the right people, in the right place, at the right time. The implementation of these further actions will be reviewed in line with changing organisational needs and the impact of legislative and external factors.

2. RECOMMENDATION

2.1 That Overview and Scrutiny Committee note the report and the improvement actions currently being considered.

3. REASONS FOR THE RECOMMENDATION

3.1 A range of options are currently being explored in relation to recruitment and retention within the organisation. This report provides an update for Members of the Overview and Scrutiny Committee and addresses the queries raised at previous meetings. It should be noted that these areas are inter-related in many respects and the work currently underway is taking a holistic view when considering actions for the future

In order for members to understand the context of this report it should be noted that the existing workforce of the Council comprises a current "full time equivalent" of 462 staff, a reduction of 12% from 2010/11 (at the point that Fit For the Future was launched). Further management information related to recruitment and retention can be found in Appendix 1.

3.2 Recruitment

3.2.1 When a vacancy occurs, the existing recruitment process requires the relevant Service Area/HR to consider the following:

- Does the role need to be replaced like for like or are there other options? e.g. fixed term, secondment, apprenticeship, part-time or be included in other roles.
- What scope is there to review other posts within the Service Area? Are there interim arrangements that can be made?
- Are there other budget/service area issues to be considered? (Finance support this area)
- Can the role be replaced on a temporary basis to cover peaks/troughs rather than permanently?

The vacancy is then reviewed and agreed by CMT prior to being forwarded to any staff 'at risk'. This is to ensure our redeployment policies are adhered to and that we can, where possible, re-employ staff into other roles with training and development supporting them where necessary.

3.2.2 If there is no appropriate match from those "at risk", the vacancy is advertised internally. Roles that are not recruited internally are advertised externally on the WDC website. Dependant on the nature of the vacant post the following job

sites may also be utilised: Jobs Go Public, Leamington Courier, Indeed.co.uk. Bespoke advertisements may also be placed dependent on the role and tend to be used in the case of professional posts with a specialist market which require a wider geographical range and a more targeted recruitment process. Use is also made of our links with Warwickshire College where apprenticeships or junior roles are identified.

3.2.3 Agencies are utilised for short term/maternity/planned or peak work. We review these roles and costs regularly and have reduced our reliance on agency from £841,000 in 2013/14 to £301,263 in 2015/16 and numbers of agency staff falling from 32 staff to 9 during that period. Where a role cannot be filled by our agency framework (Comensura) there is the opportunity to target more specialist agencies. We will continue to monitor and review the impact of using agencies in 16/17 where specific areas are being challenged.

3.2.4 There is a robust system in place prior to the interview of potential candidates. All Managers must have participated in the Recruitment & Selection training programme to be able to shortlist and interview for roles advertised. New starters attend a Corporate Induction and initiation programme to their own Service Area.

The HR team work across the Council to support Service Areas throughout the recruitment process. In doing so they are able to identify any areas of concern which may arise in the recruitment process. It has been identified that a number of recruitment challenges currently exist across the organisation:

- Recruiting to professional/specialist roles. It should be noted that in some cases this is a national issue, not just local and is not specific to the public sector.
- In Service Areas where significant restructures are taking place, lack of job security can make recruitment difficult.
- There is an ongoing challenge in terms of effective "succession planning". This is reviewed as part of the Service Planning process with the aim to plan ahead and ensure there is resilience. However, effective succession planning has become more challenging as the organisation faces increasing pressures and less capacity for sharing of specialist knowledge and skills.

3.3 **Retention**

3.3.1 The Chartered Institute of Personnel & Development (CIPD) highlights that employees resign for many different reasons. Sometimes it is the attraction of a new job, promotion or other motivation that 'pulls' them. On other occasions they are 'pushed' to seek alternative employment e.g. as a result of dissatisfaction in their present jobs or lack of career opportunities. The move might be prompted by a combination of both 'pull' and 'push' factors.

In some organisations employee turnover consists of people resigning or being dismissed in the first few months of employment. Research has shown that even when people stay for a year or more, it is often the case that their decision to leave is taken in the first weeks of employment. Poor recruitment and selection decisions, both on the part of the employee and employer, are usually part of the issue, along with inadequately designed or non-existent induction programmes. It is an important area to note that expectations can be raised too high, leading people to compete for and subsequently to accept jobs for which they are in reality unsuited.

3.3.2 As highlighted in 3.2.4 there is a positive recruitment and induction process that exists within the organisation. A probationary period with regular reviews ensures the 'right fit' from the perspective of both WDC and the employee.

3.4. **Data & Analysis** - An overview of Recruitment and Retention data and analysis can be found as Appendix 1.

3.5 **Ways to improve and actions to be considered for the future**:

a) Further analysis of leaver information and where possible learn from this data to manage staff turnover.
b) Undertake a benchmark exercise of salary ranges paid by other local authorities for critical/specific roles.
c) To develop and promote the 'Employer of Choice' brand, endorsing existing benefits of working for this Council to new and existing staff.
d) Explore the range of options for expanding benefits/reward schemes:
   - Work/life balance strategy
   - Salary Sacrifice schemes
   - Employee discount scheme
   - Internal Award scheme
   - Honorariums
e) Review how we could use social media effectively for advertising jobs: Twitter; Facebook; LinkedIn and our external website for rolling recruitment.
f) Development of more generic job descriptions/person specifications for those roles that do not require specialist knowledge with the aim to standardise descriptors and not ask for 'specific' experience which can rule out a significant section of the market e.g. school leavers or graduates.
   Expand and investigate further Graduate, Apprenticeships, Traineeships and Career grade Schemes, (at present we have 3 apprentices and a range of career graded/development posts which are examples of how we 'grow our own').
g) Investigation of how learning and development can be linked to recruitment e.g. offering access to a professional qualification as part of the recruitment package to ensure the opportunities to work within the Council are more attractive to potential applicants.
h) Review external recognised accreditations to support how we benchmark ourselves against other organisations. Previously WDC have used the "Investors in People" and "Best Councils" schemes.
i) Undertake training for managers across the Council to ensure effective Job Descriptions/Person Specifications are produced.
j) Promote the Health and Well-being agenda to support/signpost staff e.g. for those who may be under pressure for work/non work related issues.

4. POLICY FRAMEWORK

4.1 Policy Framework

The Council has adopted Fit for the Future (FFF) as its strategic approach to dealing with the challenges facing the Council. FFF is a programme which seeks to deliver benefits in three areas; People, Service, Money. The actions identified within this report are consistent with all three strands but particularly in relation to the People strand (People – Valuing our staff, empowering our staff, supporting our staff through change, ensuring our communication is clear and regular). As the Council's Change Programme seeks to deliver the

necessary savings and efficiencies we must ensure we have the necessary processes and policies in place to reinforce effective and robust recruitment and retention to support those changes.

5. BUDGETARY FRAMEWORK

5.1 As this is an update report there are no direct budgetary implications to the recommendation. Any financial impact resulting from the implementations of the actions noted in this report will be reported through the normal channels with reports to the Executive at an appropriate time.

6. ALTERNATIVE OPTION(S) CONSIDERED

6.1 None considered

7. RISKS

7.1 There is significant risk to the achievement of key priorities in the Council's Fit for the Future Change Programme and People Strategy if we don't recruit and retain an appropriate workforce.

7.2 There is potentially an impact on our ability to deliver quality services if we can't competitively recruit and retain critical posts.

7.3 Our reputation as a good employer within the district and wider area may be bought into question.

7.4 Potential impact on the reduction in experience/knowledge/skills on existing resources and capacity.

7.5 On reviewing our existing processes relating to recruitment and retention it is important to note that any actions implemented to address these specific areas could have a resource implication across the Council.

8. BACKGROUND

8.1 The Council's People Strategy comprises of 6 key themes that are aligned to the Fit for the Future programme. Consequently the Strategy operates within the context of budget pressures, increasing expectations from our customers and changing demand from many sources including central government. The themes are constantly evolving and are reviewed regularly to ensure they are fit for purpose:

- Leadership and Organisational Development
- Workforce Planning and performance
- Equality and Diversity
- Learning and Development
- Communications, Involvement and Engagement
- Employee Well-being, Reward and Recognition

The purpose of the People Strategy is to support the Council's FFF programme of work. Its aim is to ensure that the approaches to resourcing, learning and development, cultural change and organisational development are designed to deliver the workforce that the Council requires.

8.2 Incorporated within the Council's People Strategy are the following priorities which all relate to how we recruit and retain our staff:

- Employing people in the most cost efficient manner through effective marketing and advertising; controlling the use of agency staff; reviewing the recruitment process and managing probationary periods.
- Managing people fairly and equitably through setting objectives, targets and expected behaviours; recognising achievement and addressing capability and conduct issues. We need to build on our employment benefits package by developing a 'total reward package', which will create a stronger employment brand, supporting our aim to become an 'Employer of Choice'.
- We need to review how we evaluate roles to allow for a flexible workforce.
- Training and developing people to embrace change both within their current jobs and in future ways of working and delivering services. We need to align development activity towards required business outcomes and provide a healthy work place that values diversity.
- Involving people in the way their work is organised in order to develop improved processes that lead to greater efficiencies and customer satisfaction. We need to ensure that our existing good practice is applied consistently in all parts of the organisation.
- Planning the structure of the organisation and workforce to provide the right number of people with the right skills/knowledge and attitudes at the right time. We need to make best use of the Digital Transformation agenda to support our people processes.
- Leading organisational change and development in an open, transparent and engaging way. We need to develop our leadership style, capability and culture so that it supports our ambition to be a high performing council.
- Communicating and engaging with people in honest and accessible ways that allow everyone to understand what the Council is trying to achieve and how to play their part in it.

8.3 There is a potential impact with recruitment and retention with the way the Council has chosen to adopt the National Living Wage Foundation. The effect of this has reduced the differentials on grades which will increase year on year if we don't address. This is a national not just a local issue.

8.4 To ensure appropriate governance, the areas covered in this report are currently included as part of the People Strategy Action Plan which is reviewed and monitored by Senior Management Team/Joint Communication Forum/Members Trade Unions Panel and the People Strategy Steering Group/Employment Committee, on a quarterly basis. The outcomes of this report will be reported back through these groups/forums.