

 Employment Committee 13th September		Agenda Item No. 6
Title	Recruitment & Retention/People Strategy Update	
For further information about this report please contact	Tracy Dolphin - HR Manager	
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Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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	June 2017	
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 (If No state why below)

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	22.8.17	Chris Elliott/Andrew Jones/Bill Hunt
Head of Service	22.8.17	Chris Elliott
CMT	22.8.17	As above
Section 151 Officer	22.8.17	Mike Snow
Monitoring Officer	22.8.17	Andy Jones
Finance	22.8.17	Mike Snow
Portfolio Holder(s)	22.8.17	Andrew Mobbs
Consultation & Community Engagement		
<p>This is an update of the review of Recruitment and Retention and People Strategy Update which will be discussed with Unions, at SMT and People Strategy Steering Group prior to Employment Committee.</p>		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 This report is an update on progress made on the People Strategy Action Plan as discussed at the People Strategy Steering group (PSSG).
- 1.2 There is a perception amongst some of the Council's Trades Unions and Elected Members that the Council has a staff recruitment and retention problem. This has resulted in a request from Members and CMT to review plans that will enable the Council to recruit and retain staff of the calibre required to deliver its services efficiently and effectively. This report highlights the outcome of the review and associated actions.

2. **RECOMMENDATION**

- 2.1 That Employment Committee note the report and feedback any comments.

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 The purpose of the People Strategy is to support the Council's Fit for the Future 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. The People Strategy Action Plan underpins the People Strategy and reports progress to SMT, CMT, People Strategy Steering Group and Employment Committee.
- 3.2 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.

4. **POLICY FRAMEWORK**

4.1 **Policy Framework**

Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects. The Recruitment and Retention Review is one of those key projects. This report shows the way forward for implementing a significant part of one of the Council's Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Impacts of Proposal		
The proposal recognises the data to support no overall evidence of an across the board recruitment and retention issue.	None	The proposal considers other areas to support employment e.g. apprenticeships
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
Increased access for applications to roles through a branding initiative and digital offering. To ensure we are competitive in being an 'Employer of choice' internally and externally through a total reward package and branding.	Improvement in our recruitment processes through digital provision. Monitoring of leaver information to support retention.	Value for money in how we attract candidates through different channels.

4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies and the relevant ones for this proposal are explained here.

People Strategy

- 4.2.1 The People Strategy outlines the future needs of our workforce to enable us to attract, recruit and retain the right people; provide the development they need to allow them to grow and progress; manage potential and plan for the future. The way in which we lead and support our people is key to the successful delivery of quality services.

5. **BUDGETARY FRAMEWORK**

- 5.1 Should there be initiatives identified above and beyond the existing budgets then a case can be made for further funding to support.

6. **ALTERNATIVE OPTION(S) CONSIDERED**

- 6.1 None considered

7. **RISKS**

- 7.1 There is significant risk to the delivery of the Council's Change programme by not reviewing the areas highlighted in the People Strategy. This will ensure we are progressing as part of Fit for Future priorities.
- 7.2 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.
- 7.3 There is potentially an impact on our ability to deliver quality services if we can't competitively recruit and retain critical posts.
- 7.4 Our reputation as a good employer within the district and wider area may be brought into question.
- 7.5 As a result of this review (and associated Remuneration review) the risk rating in the Significant Business Risk Register will be amended downwards.

8. **BACKGROUND**

- 8.1 The People Strategy Steering Group comprises of Cllr Mobbs, Cllr Mrs Bunker, Cllr Naimo and Cllr Falp and supported by the Chief Executive, Heads of Service from Culture, Neighbourhood Services, Development Services, the HR Manager and HR Senior Officers.
- 8.2 The Steering Group meets quarterly prior to the Employment Committee and reviews successful work completion, plans in progress and areas to highlight for discussion.
- 8.3 This report also provides an update linked to Item 2 of the Significant Business Risk Register relating to: 'Project underway considering recruitment & retention, job evaluation procedure, "employee branding", impact of National Living Wage,

Apprentices' A work plan has been agreed by SMT and PSSG to implement a range of actions that will address the causes and impact of recruitment and retention difficulties.'

9.0 Recruitment

9.1 Further to a report presented at Overview and Scrutiny Committee in June 2106, updated at Employment Committee in December 2106 and Finance and Audit Committee in January 2017 Appendix 1 provides the detail of the actions identified and progress. As previously stated the areas identified are inter-related in many respects and the ongoing work is taking a holistic view when considering ongoing actions for the future.

9.2 Data and analysis prior and post the actions prioritised from the recruitment and retention review:

- From 1/1/17 - 89% of vacancies filled, as opposed to 69% pre 1/1/17
- From 1/1/17, only 6% of vacancies remain unfilled (with a further 5 in progress), compared with 31% pre 1/1/17
- 50% of all vacancies are recruited internally and c 50% recruited externally
- Similar numbers were recruited internally pre and post 1/1/17 (54% and 52%)
- Similar numbers were recruited externally pre and post 1/1/17 (46% and 45%)
- Staff recruited via WDC Website has halved post 1/1/17 (55% pre and 29% post) – this has been replaced by WM Jobs (29% of all external vacancies were filled via WM Jobs post 1/1/17) although it should be noted that other websites feed into WM Jobs e.g. Indeed, Jobs Go Public so this figure may be higher.
- Staff recruited via Social Media has increased post 1/1/17 (this is expected to increase going forward as more detailed analysis is collated of where candidates first engaged with the role.

9.3 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 £634,000 in 2014/15 to £314,000 in 2016/17 and numbers of agency staff falling to 5 (present date). Where a role cannot be filled by our agency framework (Comensura) there is the opportunity to target more specialist agencies. We continue to monitor and review the impact of using agencies in 17/18 where specific areas are being challenged.

9.4 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.

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 had 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.

All these areas are being addressed as part of this review.

9.5 Recruitment Branding

- The new brand was launched at the Managers Forum in July 17, featuring a range of promotional options for managers who have vacancies to advertise and included a new 'Insider Guide' this incorporated the benefits of working for the organisation e.g. flexible working, excellent pension scheme and learning & development opportunities.
- New options for advertising include WM Jobs/Brunswick Job Club/Refer a Friend and Armed Services. We are also utilising our digital resource and expanding into Twitter, Facebook, E-Mail Alerts and LinkedIn. As an example there was an increase of 622 hits by individuals looking at our vacancies from one week to another by utilising the E-mail Alert software.
- A recruitment video was launched on 3 July to promote working life at the district council. It was shared by current and former staff and directly increased likes on our vacancies page – over 800 people visited our vacancies page from the video. In total the video has reached 26,375 people through Facebook, which is a new audience who might not have previously seen our vacancies or considered WDC as a prospective employer.

10 Retention

- 10.1 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.
- 10.2 An overview of Recruitment and Retention for 2106/17 data and analysis can be found as Appendix 2.
- 10.3 Ways identified to improve and actions implemented from the report to O & S June 2016:
- a) Analysis of leaver information is reviewed at SMT/PSSG to highlight any trends and manage staff turnover if required.
 - b) A benchmark exercise of salary ranges paid by other local authorities has been completed as part of remuneration review.
 - c) Development and promotion of 'Employer of Choice' brand, endorsing existing benefits of working for this Council to new and existing staff.
 - d) Work Perks has been introduced to expand the range of options for benefits/reward schemes.
 - e) Scoping work will be planned to develop a more generic job descriptions/person specification 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.

- f) Subject to funding, a corporate Apprenticeships scheme is planned to be introduced for September 2018, a separate report on this work will be submitted to Employment Committee.
- g) Further 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) HAY Evaluation and guidance has been updated to ensure effective Job Descriptions/Person Specifications are produced.
- i) Promotion of our Health and Well-being agenda continues to support/signpost staff e.g. for those who may be under pressure for work/non work related issues.

11.0 In summary there is little evidence that the Council has an 'across the board' recruitment or retention problem, although there is some evidence of lack of salary competitiveness in one or two clearly defined areas of the Council. Recruitment and retention problems in these areas are being monitored and managed. Work continues to progress our recruitment and retention initiatives.

11.1 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.

12.0 **People Strategy Update**

Areas of Success/Highlights within the agreed People Strategy themes for the last quarter are:

12.1 **Leadership and Organisational Development**

- HR continues to support organisational redesigns across the Council within this quarter: Development Services, Culture, Neighbourhood Services, HR/Media, Revenue & Benefits.

12.2 **Workforce Planning and Performance**

- Updated report presented to CMT end June 2017 based on the data and analysis for the Salary Review relating to hard to recruit areas or where we have data to suggest that salaries may be the reason that people are leaving. Further report prepared for SMT/Employment Committee Aug/Sept.
- Review of Vacancies has been discussed at Workforce Steering group to highlight the data on existing vacancies and what we are actively recruiting too. Service areas are utilising vacancies in different ways to manage the service based on redesigns and operational priorities.
- Subject to funding being available, a corporate apprenticeship scheme is planned to be in place for September 2018.

12.3 **Equality & Diversity**

- Learning & Development activities planned to gain better understanding of 'mental health and wellbeing' as part of equality and diversity learning.

- Positive contribution in working alongside the Procurement team, for procurement tenders, where equality and diversity is highlighted to ensure that suppliers and contractors are working to the same level as our internal practices on equality and diversity.
- A Warwick District Council statement for 'Modern Slavery and Human Trafficking' is being prepared in line the Modern Slavery Act 2015 with the aim to outline steps to ensure Modern slavery and human trafficking within the Council and our suppliers and contractors is addressed.

12.4 **Learning & Development**

- Training update for 2017: 17 various in-house corporate training sessions have been delivered. Some of the subjects covered are Recruitment & Selection, Mental Health Awareness, Time Management, Child Sexual Exploitation Awareness and Institute of Safety & Health (IOSH) Managing Safely and Working Safely.
- Annual appraisals have now been completed across the Council 100% return with quality checks also undertaken by SMT.

12.5 **Communications , Involvement and Engagement:**

- The CX Talk took place during June and July in the Space, with an additional session organised at Oakley Wood. 80% of staff attended in total and their feedback was positive both in terms of delivery and content and also to the announcement of an additional 2 days holiday at Christmas in recognition of the work of staff throughout the council.
- A new Mission statement as part of the revised FFF Strategy was launched at the CX Talk and the media team is developing new visuals for this now that it has been adopted formally at Full Council.
- Key projects included work preparing to launch the consultation for the Leamington Vision with promotional items and a new website; a promotional booklet and publicity co-ordinated for Heritage Open Days in September and a number of housing documents for tenants; investigating options for new branding and signage within the Pump Rooms; supporting the launch of WDC's involvement in the Birmingham's bid for the 2022 Commonwealth Games with Bowls England.
- Working with the Staff Voice group to review their role and purpose within the council, to give a clear scope and remit and to improve the governance.
- Meetings with Executive/Portfolio Holders and service heads to confirm the bigger picture initiatives and issues to enable forward planning of and delivery of proactive news stories.
- Followers for our corporate Twitter account continue to grow steadily. Outcomes from the Planning Committee received the most click-throughs on Twitter, followed closely by our new WDC recruitment video.
- Following publicity about BBC pay rates there were a number of posts on Rumour Mill about council salaries.
- The opening rate of our weekly Members Update increased in July to 77% which we will continue to promote.

12.6 **Employee Well-being, Reward and Recognition**

- A Health & Wellbeing Event is being planned for 26th September in the Space. Everyone Active will be offering Health checks, other contributors include a community dietician, Coventry Solihull and Warwickshire Sports, Alcohol Awareness, Dementia Friends and Walking for Health as well as representatives from Culture with information about our Pump Rooms and Spa Centre events.

- Work is continuing on the key themes of the Workplace Health & Well-being charter. This group comprises of representatives of all Service Areas across the Council tasked with identifying and recognising the contributions made by the Council to the Health & Wellbeing agenda.
 - work in the community to address the Key Determinants of health and wellbeing
 - work in the Council to advance the objectives of the Workplace Wellbeing Charter
 - work in the council to deliver the councils health and wellbeing approachUpdates will be provided to the Health Scrutiny sub-committee and Employment Committee as part of the overall Employee Well Being theme in the People Strategy.
- The Intranet is regularly updated with information relating to Health and Well-being initiatives.
- The 'Work Perk's' rewards scheme has now been rolled out to all Councillors.
- 'Refer a Friend' scheme has been launched as an incentive to recommend staff to work for WDC with a voucher reward once probation has been completed.