

**NORTH LINCOLNSHIRE COUNCIL**

**GOVERNANCE SCRUTINY PANEL**

**RECRUITMENT AND RETENTION OF COUNCIL EMPLOYEES**

**1. OBJECT AND KEY POINTS IN THIS REPORT**

- 1.1 To provide a briefing on the recruitment and retention of council employees including the council's policy and what incentives and initiatives could be adopted to encourage employees to remain or join the council.

**2. BACKGROUND INFORMATION**

- 2.1 The council's recruitment and selection policy sets out our approach to recruitment and is underpinned by the following principles to ensure we attract, appoint and retain a suitable and skilled workforce:

- Promote and safeguard the welfare of children, young people and vulnerable adults.
- Commit to the recruitment of a diverse workforce to best meet the needs of our customers.
- Ensure that recruitment decisions are based on reasonable and objective criteria, free from bias or unfair discrimination.
- Provide training for recruiters to ensure they are fully equipped with the skills to recruit the best people.
- Make reasonable adjustments to meet individual need, where known.

- 2.2 To assist the recruitment of council employees, the following are in place:

- Bespoke, online recruitment platform (Networx) enabling applicants to apply online easily and managers to advertise, shortlist, arrange interviews and onboard new employees.
- Ability to tailor application methods depending on the level of post being advertised including CVs and adapted/simplified application forms for different sectors of the labour market.
- Guidance and advice to managers, including advert templates and wording, to ensure quality adverts that sell the role and benefits of working for the council.
- Ability to post adverts across a range of external job boards and social media, alongside the council's website, to ensure labour market reach.

- Recruitment supplements can be used in exceptional circumstances where there is a proven difficulty in recruiting to a post.
- Guaranteed interviews for candidates with a disability and serving members of the British Armed Forces or veterans who meet the essential criteria for a role under the Disability Confident Employer and Defence Employer Recognition schemes.
- Suite of employee benefits including annual leave, agile working, family friendly policies, flexible working, salary sacrifice schemes, gym membership, pension schemes, access to counselling service, Kaarp employee discounts.
- Targeted initiatives such as attendance at job fairs and expos, collaborative working with the council's Action Station and other external agencies, visits to schools and colleges and focused campaigns for shortage areas such as Proud to Care.
- Recruitment supplements can be used in exceptional circumstances where there is a proven difficulty in recruiting to a post.

2.3 In order to retain our employees, we undertake the following:

- Continuous professional development: We offer career pathways and opportunities for development including professional shortage areas such as social work and we seek to develop our own talent pipeline.
- Redeployment: Enables the council to retain valuable skills and experience where employees may be displaced due to a change in work demands or personal circumstances such as health or caring responsibilities or where an apprenticeship is due to end.
- My Conversations: The performance and wellbeing framework ensures that regular, structured conversations take place between employees and their managers. This enables employees to feel motivated and supported in their work and for managers to identify development opportunities, talent and potential.
- Engagement workshops took place earlier this year centred around conversations on how we engage the workforce and is being progressed through the OD transformation workstream. The council has established staff networks across diverse groups within the workforce. Engagement is a key factor in retaining staff by fostering a sense of belonging as an employee of the council.
- Employee recognition schemes including long service awards and annual Best Awards, which aim to recognise, engage and value employees for their contribution.
- Workforce reporting: Regular reporting on turnover and workforce demographics enables services to understand their current and future workforce requirements and plan accordingly.

2.4 National terms and conditions set the level of pay we can offer, so the council is limited in offering incentives related directly to pay. Consideration may be given to the following incentives and initiatives around recruitment and retention:

- Proactive promoting and marketing of North Lincolnshire Council's employee value proposition (the unique set of benefits that an employee receives in return for their skills, capabilities, and experience) to applicants and employees.
- Developing case studies on working for the council to attract a diverse range of applicants and sell the benefits of working for the council.
- Introducing an employee benefits portal as a 'one stop' shop for accessing a range of benefits and expand the offer to employees.
- Reviewing salary sacrifice schemes to explore whether there are opportunities to increase take-up and expand the range of options available to employees.
- Committing to additional schemes targeted at recruiting and retaining specific groups within the labour market such as the Age Friendly Employer Pledge.
- Building more detailed insight on why employees stay and leave to better understand the employee experience, which can then inform future recruitment and retention strategies.

### **3. OPTIONS FOR CONSIDERATION**

3.1 There are no options relevant to this report.

### **4. ANALYSIS OF OPTIONS**

4.1 There are no options relevant to this report.

### **5. FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)**

5.1 Not applicable - this report is intended as a briefing for members.

### **6. OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)**

6.1 Not applicable - this report is intended as a briefing for members.

### **7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

7.1 Not applicable - this report is intended as a briefing for members.

### **8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

8.1 No consultation required for purpose of briefing.

## 9. **RECOMMENDATIONS**

9.1 That this briefing report is noted.

DIRECTOR OF OUTCOMES

Church Square House

Scunthorpe

North Lincolnshire

DN15 6NL

Author: Debbie Searles, Head of HR & OD

Date: 1 September 2023

**Background Papers used in the preparation of this report – None.**