

Scrutiny Report



Performance Scrutiny Committee – Place and Corporate

Part 1

Date: 17th April 2023

Subject Recruitment and Retention

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Role
Tracy McKim	Head of People, Policy and Transformation
Kevin Howells	HR and OD Manager

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked to:

1. Consider and assess the Recruitment and Retention report.
2. Establish whether there is any additional information needed.
3. Decide if the Committee wishes to make any comments or recommendations in relation to the report.

2 Context

Background

- 2.1 At the committee meeting held on Monday 25th July 2022, Committee Members requested a report on staff recruitment and retention to be brought to the committee in addition to what the Council offer to staff.
- 2.2 Recruiting and retaining a suitable workforce is one of the most significant current challenges facing local government with vacancy rates in some public sector areas being reported as rising sharply. The ability to attract and retain staff is critical to maintaining a skilled workforce capable of delivering quality services to our communities.
- 2.3 Newport City Council employs a workforce of around 5,900 employees, to a fulltime equivalent workforce of around 4,600 employees. The purpose of this report is to provide an overview of the

recruitment and retention issues facing local government, as well as work being undertaken to support the ongoing challenges.

3 Information Submitted to the Committee

3.1 Appendix 1 – Recruitment and Retention report

Appendix A – National Joint Council (NJC) for Local Government Workers Salary Rates

3.2 The Recruitment and Retention report highlights the following key points:

- Background

- o Recruitment Issues: This section discusses the challenges faced by the Council when it comes to recruiting new staff. This includes a shortage of candidates with the necessary skills, difficulties attracting candidates to the area, and an increasingly competitive labour market.

- o Retention Issues: This section discusses the challenges faced by the Council when it comes to retaining existing staff. This includes factors such as job satisfaction, work-life balance, career development opportunities, and overall job security.

- Options and Considerations

- o 1. Pay: This section explores the Council's pay and reward strategy and considers whether it remains competitive and attractive to potential candidates.

- o 2. Recruitment and Onboarding: This section looks at ways to improve the recruitment and onboarding processes to make them more efficient and effective, ensuring that new hires feel supported from the outset.

- o 3. Organisational Development Activity: This section looks at ways to support the ongoing development and engagement of the Council's existing workforce through organisational development activities such as training, mentoring, and coaching.

4. Suggested Areas of Focus

Role of the Committee

The role of the Committee in considering the report is to:

- Receive the report for information and take the opportunity to comment on its contents;
- Consider the main strengths and areas for development within the current workforce recruitment and retention matters.
- Conclusions:
 - What was the overall conclusion on the information contained within the reports?
 - Is the Committee satisfied that it has had all of the relevant information to base a conclusion on the recruitment and retention matters?
 - Do any areas require a more in-depth review by the Committee?
 - Do the Committee wish to make any Comments / Recommendations?

Suggested Lines of Enquiry

4.1 In evaluating the Recruitment and Retention report, the Committee may wish to consider:

- What is your assessment of the current recruitment market that we are operating in and how well are we meeting the needs of that market?
- Are there any particular service areas that are a priority to recruit for, and what is being done to solve this?
- Have there been any feedback or complaints from employees or job applicants regarding the recruitment and retention process, and how were they addressed?
- What is the current turnover rate for council staff and how does it compare to previous years?
- Are there any best practices or innovative strategies from other local authorities or industries that the Council could implement to improve its recruitment and retention outcomes?
- How does the council plan to address the challenges identified in the report and improve recruitment and retention in the future?

Section B – Supporting Information

5 Links to Council Policies and Priorities

5.1 The report links with the four Wellbeing-being Objectives and Aims of the Council's Corporate Plan 2022 – 2027;

Well-being Objective	1 – Economy, Education and Skills	2 – Newport's Environment and Infrastructure	3 – Preventative and Equitable Community and Social Care	4 – An Inclusive, Fair and Sustainable Council
Aims:	Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.	A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.	Newport is a supportive city where communities and care are at the heart of what we do.	Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.

Well-being Objective 1 - Economy, Education, and Skills: The Recruitment and Retention report emphasises the importance of providing professional development opportunities and career advancement pathways to employees, which aligns with the objective of offering excellent education and opportunities for all.

Well-being Objective 2 - Newport's Environment and Infrastructure: The report highlights the significance of creating a positive work culture that promotes inclusivity and collaboration. This aligns with the objective of protecting and enhancing the environment while reducing the carbon footprint.

Well-being Objective 3 - Quality Social Care and Community Services: The report underlines the significance of developing clear and transparent recruitment processes that promote fairness and equality. This aligns with the objective of placing communities and care at the heart of what the city does.

Well-being Objective 4 - An Inclusive, Fair and Sustainable Council: The report highlights enhancing the onboarding and training process to improve employee engagement and retention, which aligns with the objective of being an inclusive and fair organisation that places social value, fairness, and sustainability at its core.

6 Impact Assessment:

- **Wellbeing of Future Generation (Wales) Act**
- **Equality Act 2010**
- **Socio-economic Duty**
- **Welsh Language (Wales) Measure 2011**

The council has a number of legislative responsibilities to assess the impact of any strategic decision, proposal or policy on people that may experience disadvantage or inequality.

6.1 Summary of impact – Wellbeing of Future Generation (Wales) Act

The Recruitment and Retention report has several impacts on the Well-being of Future Generations (Wales) Act, including promoting sustainable recruitment and retention practices, promoting social justice and equality, fostering collaboration and engagement, and promoting education and lifelong learning. By implementing the recommendations in the report, local government authorities can ensure continuity in service delivery and contribute to the economic, social, and environmental well-being of future generations, aligning with the objectives of the Well-being of Future Generations Act.

6.2 **Summary of impact – Equality Act 2010**

The Recruitment and Retention report has positive impacts on the Equality Act 2010 by promoting equal opportunities, diversity and inclusion, and training and development opportunities for all employees. By aligning with the objectives of the Equality Act 2010, the Council can create a fair and inclusive workplace that prevents discrimination and promotes equal opportunities for all.

6.3 **Summary of impact – Socio-economic Duty**

The Recruitment and Retention report has positive impacts on the Socio-economic Duty by promoting equal access to employment, providing training and development opportunities, and improving working conditions. The Council's efforts to attract and retain a diverse workforce and support staff development can help to promote social, economic, and cultural well-being

7. **Background Papers**

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan](#)
- [Socio-economic Duty Guidance](#)
- [Public Sector Equality Duty](#)
- [Welsh Language Measure 2015](#)
- [Minutes of Performance Scrutiny Committee – Place and Corporate Monday 25th July 2022](#)

Report Completed: 17th April 2023