

# Scrutiny Report



## Part 1

Date: March 2024

## Subject Recruitment and Retention – Social Services

Author Scrutiny Advisor

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

Invitee:	Area / Role / Subject
Sally Ann Jenkins	Strategic Director – Social Services
Natalie Poyner	Head of Children’s Services
Mary Ryan	Head of Adult’s Services
Caroline Ryan Phillips	Head of Prevention and Inclusion
Cllr Jason Hughes	Cabinet Member – Social Services (Adults)
Cllr Stephen Marshall	Cabinet Member – Social Services (Childrens)
Cllr Debbie Harvey	Cabinet Member – Community Wellbeing

## 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 additional information is required.
3. Determine whether it wishes to make any comments or recommendations in relation to the report.

### 2 Context

#### Background

- 2.1 Recruitment and retention has been highlighted as a challenge in local authorities for a number of years.
- 2.2 As a result, the Chairperson of the Performance Scrutiny Committee – People requested that a report be prepared for the Committee to consider and discuss this issue and make any comments and recommendations as would be beneficial.

## **Previous Consideration of this item**

This Committee has not received this report previously. However, a similar report was seen by the Performance Scrutiny Committee – Place and Corporate in April 2023.

## **3 Information Submitted to the Committee**

3.1 Attached at Appendix 1 is the Recruitment and Retention Report.

3.2 There are a series of appendices to support this report:

- Appendix 2 – Social Services Breakdown
- Appendix 3 – Children’s Services Breakdown
- Appendix 4 – Adult’s Services Breakdown
- Appendix 5 – Prevention and Inclusion Breakdown

## **4. Suggested Areas of Focus**

### **4.1 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?

### **4.2 Suggested Lines of Enquiry**

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?
- How does staff turnover 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?

### 4.3 Wellbeing of Future Generation (Wales) Act

5 Ways of Working	Types of Questions to consider:
<p><b>Long-term</b></p> <p>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p>	<p>What consideration have you given to the long term trends that could affect your proposal or; how could your proposal impact these trends?</p>
	<p>How will the needs of your service users potentially change in the future?</p>
<p><b>Prevention</b></p> <p>Prevent problems occurring or getting worse.</p>	<p>What is the objective (or the desired outcome) of this proposal?</p>
	<p>How are you addressing these issues to prevent a future problem?</p>
	<p>How have the decisions, so far, come about? What alternatives were considered?</p>
<p><b>Integration</b></p> <p>Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	<p>Are there any other organisations providing similar / complementary services?</p>
	<p>Have you consulted with the health board, third sector, emergency services, businesses and anyone else you think might be impacted?</p>
	<p>What practical steps will you take to integrate your project with existing plans and strategies of other public organisations to help us all contribute fully to the seven national well-being goals?</p>
<p><b>Collaboration</b></p> <p>Acting in collaboration with any other person (or different parts of the organisation itself).</p>	<p>Who have you been working with? Why? Who have you collaborated with in finding out more about this problem and potential solutions?</p>
	<p>How are you co-working with other sectors?</p>
	<p>How are you using the knowledge / information / good practice of others to inform / influence the Council's work?</p>
<p><b>Involvement</b></p> <p>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p>	<p>How have you involved the people who are being impacted by this decision?</p>
	<p>How have you taken into account the diverse communities in your decision making?</p>
	<p>How have you used different / alternative methods to reach people and involve them?</p>

	How will you communicate the outcome of your decision?
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## Section B – Supporting Information

### 5 Links to Council Policies and Priorities

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
<b>Aims:</b>	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.

5.1 This report has strong links with all Well-being Objectives.

### 8. Background Papers

- [The Essentials – Well-being of Future Generation \(Wales\) Act](#)
- [Corporate Plan 2022-2027](#)
- [PSC – Place and Corporate recruitment and retention report](#)
- [Strategic Equality Plan](#)
- [People Plan](#)

Report Completed: March 2024