



Rutland County Council

Catmose, Oakham, Rutland, LE15 6HP.
Telephone 01572 722577 Facsimile 01572 758307

Ladies and Gentlemen,

A meeting of the **GROWTH, INFRASTRUCTURE AND RESOURCES SCRUTINY PANEL** will be held in the Council Chamber, Catmose, Oakham on **Thursday, 14th February, 2019** commencing at 7.00 pm when it is hoped you will be able to attend.

Yours faithfully

Helen Briggs
Chief Executive

Recording of Council Meetings: Any member of the public may film, audio-record, take photographs and use social media to report the proceedings of any meeting that is open to the public. A protocol on this facility is available at www.rutland.gov.uk/my-council/have-your-say/

A G E N D A

1) APOLOGIES

To receive any apologies from Members.

2) RECORD OF MEETING

To confirm the record of the meeting of the Growth, Infrastructure and Resources Scrutiny Panel held on 15 November 2018 and the Special Growth, Infrastructure and Resources Budget Scrutiny Panel on 24 January 2019 (previously circulated).

3) DECLARATIONS OF INTEREST

In accordance with the Regulations, Members are invited to declare any personal or prejudicial interests they may have and the nature of those interests in respect of items on this Agenda and/or indicate if Section 106 of the Local Government Act 1992 applies to them.

4) PETITIONS, DEPUTATIONS AND QUESTIONS

To receive any petitions, deputations and questions received from Members of the Public in accordance with the provisions of Procedure Rule 217.

The total time allowed for this item shall be 30 minutes. Petitions, declarations and questions shall be dealt with in the order in which they are received. Questions may also be submitted at short notice by giving a written copy to the Committee Administrator 15 minutes before the start of the meeting.

The total time allowed for questions at short notice is 15 minutes of the total time for 30 minutes. Any petitions, deputations and questions that have been submitted with prior formal notice will take precedence over questions submitted at short notice. Any questions that are not considered within the time limit shall receive a written response after the meeting and be the subject of a report to the next meeting.

5) QUESTIONS WITH NOTICE FROM MEMBERS

To consider any questions with notice from Members received in accordance with the provisions of Procedure rule No. 219 and No. 219A.

6) NOTICES OF MOTION FROM MEMBERS

To consider any Notices of Motion from Members submitted in accordance with the provisions of Procedure Rule No. 220.

7) CONSIDERATION OF ANY MATTER REFERRED TO THE PANEL FOR A DECISION IN RELATION TO CALL IN OF A DECISION

To consider any matter referred to the Panel for a decision in relation to call in of a decision in accordance with Procedure Rule 206.

8) MEMBER INDUCTION AND DEVELOPMENT PLAN

To receive Report No. 45/2019 from the Strategic Director for Resources.
(Pages 5 - 18)

9) QUARTER 3 FINANCIAL MANAGEMENT REPORT

To receive Report No. 10/2019 from the Strategic Director for Resources.

1. The above report is due to be presented at Cabinet on 19 February 2019.
2. Scrutiny has requested this report so that it can review and comment on proposals before the Cabinet meeting so as to inform the decision making process.
3. Scrutiny is asked to consider the report and provide feedback to the Portfolio Holder and Director

(Report circulated under separate cover)

10) STRATEGIC RISK REGISTER - RECRUITMENT AND RETENTION

To receive Report No. 25/2019 from the Strategic Director for Resources, and to receive a presentation from Carol Snell, Head of Human Resources.
(Pages 19 - 36)

11) REVIEW OF FORWARD PLAN AND ANNUAL WORK PLAN 2018-19

To consider the current Forward Plan and identify any relevant items for inclusion in the Growth, Infrastructure and Resources Scrutiny Panel Annual Work Plan, or to request further information.

Copies of the Forward Plan and Work Plan will be available at the meeting, and can be found on the website using the following link:

<https://rutlandcounty.moderngov.co.uk/mgListPlans.aspx?RPId=133&RD=0>

12) ANY OTHER URGENT BUSINESS

To receive any other items of urgent business which have been previously notified to the person presiding.

13) DATE AND PREVIEW OF NEXT MEETING

Thursday 28 March 2019 at 7pm

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DISTRIBUTION

MEMBERS OF THE GROWTH, INFRASTRUCTURE AND RESOURCES SCRUTINY PANEL:

Mr B Callaghan (Chairman)
Mr E Baines
Mr E Baines
Mr O Bird
Mr W Cross
Mr J Dale
Mrs J Fox
Mr A Mann

OTHER MEMBERS FOR INFORMATION

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GROWTH, INFRASTRUCTURE AND RESOURCES SCRUTINY

14 February 2019

MEMBER INDUCTION & DEVELOPMENT PLAN

Report of the Strategic Director for Resources

Strategic Aim:	Reaching our Full Potential	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr O Hemsley, Leader and Portfolio Holder for Rutland One Public Estate & Growth, Tourism & Economic Development, Communications, Resources (other than Finance)	
Contact Officer(s):	Natasha Taylor, Governance Team Manager	01572 720991 ntaylor@rutland.gov.uk
	Phil Horsfield, Deputy Director Corporate Governance	01572 758154 phorsfield@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That the Panel:

1. Provides feedback on various items to help inform the Member Induction and development programme for May 2019 and beyond.

1 PURPOSE OF THE REPORT

- 1.1 In preparation for the Induction post the Election in May 2019, Members are asked to review the proposals for the induction and ongoing development plan and provide feedback and suggestions for improvement.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Council places a high level of importance in ensuring that Members have the right support and training to carry out their role. The intention is that the induction and development plan for 2019/20 and beyond will be structured to ensure that members have the knowledge and skills required to equip them in the role of elected members and also provide them with the opportunity for continuous

development.

- 2.2 In order to ensure that the programme of training is tailored to the needs of elected members, the Council would like feedback on what has worked well, what can be improved and thoughts on some suggestions we have to improve current processes.
- 2.3 This report breaks down the Induction and Development topic into various themes and asks a series of questions for Members to consider.
- 2.4 The feedback we receive from this report alongside what we have already learnt from separate conversations with some Members will be an essential factor in designing the programme for 2019 and beyond.
- 2.5 Council business does not stop throughout the election period, but there is a period of time where statutory meetings are reduced to allow for purdah, the election and subsequent appointment of members to committees. This is likely to mean that there will be items of business which will require Council and/or Committee approval shortly following Annual Council. Officers will be looking at the Forward Plan and the key decisions that may be brought to Members in the first few weeks and will ensure that Members are supported, with appropriate briefing and training sessions, in making these decisions. This agenda may also influence the timing of statutory meetings in the first few months of the municipal year and this will be reflected in the Programme of Meetings.

3 MEMBER INDUCTION 2019

3.1 Induction Training

- 3.1.1 Historically the primary induction event has been held on one day, it is proposed that the content of the induction be spread over several focused sessions over a period of weeks to allow a more gradual settling in process.
- 3.1.2 A proposed table of induction training has been provided at Appendix A. The table gives a summary of the type of training that is proposed to be delivered in the first 8 weeks following the Election in May and beyond. The training listed in the first two weeks is considered high priority, during week's three to eight, medium priority training would be provided. Beyond week eight a variety of training will be provided in order to complement and enhance skills and knowledge required.
- 3.1.3 It is proposed that the initial welcome event shown in Appendix A should be a 3 hour session to include a very general overview and opportunity to meet the Directors, receive a tour of the building and parking passes/identification etc...
- 3.1.4 The timetable and structure is based on a model applied at similar authorities. Working out what is best for all Members is not straightforward. Members have different backgrounds, experiences, time commitments and learning styles. We know that what might work well for one, might not be the best for others.
- 3.1.5 Nevertheless, we do know that soon after being elected Members will be asked to attend meetings and make decisions. Therefore, the initial induction programme is always going to be quite intensive.
- 3.1.6 Members should note that it is the intention to develop a Cabinet Member specific

induction programme which would sit along-side the Member's induction.

Questions

3.1.7 Members are asked to provide answers and feedback on the following:

- **Has each training event described in Appendix A been given the correct level of priority with reference to the timeframes for delivery?**
- **What do members think about the requirement for specified training session to be made mandatory?**
- **Are the training events in Appendix A which are listed as mandatory the correct ones, or should others be included in the mandatory list?**
- **Does the proposal to repeat training sessions on different days and at different times provide sufficient flexibility for members?**

3.2 IT Equipment/Training

3.2.1 The current offer for members includes the choice of a tablet or a laptop. Some existing members prefer to use their own devices and the Council supports this as well. Research is currently being done into the best electronic device that will enable members to carry out their role effectively and also to facilitate the corporate move towards reducing paper as discussed below.

Questions

3.2.2 Members are asked to provide answers and feedback on the following:

- **Do Members prefer to have the choice of a tablet or laptop device?**
- **Would Members want the choice of using their own device?**
- **Would the provision of IT Drop-in sessions for members in order to explain functionality of devices and Council systems be useful?**
- **Would the provision of training on the Modern.Gov Application for accessing and annotating papers be useful?**

3.3 E-Learning

3.3.1 We have previously explored the use of E-Learning for member training and induction, but it was decided that this would not be taken forward at the time.

3.3.2 The LGA have a range of online learning packages which are free of charge, some of which are listed below:

- Community engagement and leadership
- Commissioning of services
- The Effective Ward Councillor

- Data Protection for Councillors
- Licensing and regulation
- Influencing skills

3.3.3 In order to provide flexibility and alternative mediums of training delivery, E-Learning modules and remote Webinar type training could be developed and offered in-house. Any online mode of training would be compatible with devices issued to members. Using Web based training modules would allow Members to carry out the training at a time which is convenient to them, it also allows Members the opportunity to revisit modules at a later date to refresh their knowledge and understanding.

Questions

3.3.4 Members are asked to provide answers and feedback on the following:

- Do you support the use of on line training?
- Are there specific types of training which Members feel would lend itself to online training?
- Are there any difficulties which may be encountered by offering online training mediums?

3.4 Paperlite

3.4.1 In 2015 Members were asked to “Opt-in” to receiving paper agenda’s. This corresponded with the launch of the Modern.gov application which can be used to view and annotate Council papers. Progressively more and members have opted back in to receiving hard copies of meeting papers.

3.4.2 With a view to reducing costs and the impact on the environment, the Council is looking towards reducing the costs associating with printing hard copy documents. We are also committed to ensuring that this does not disadvantage anyone with specific requirements and of course will continue to facilitate the provision of accessible format papers for those who need them.

3.4.3 We understand that Members like to annotate papers, the development of an enhanced Modern.gov application, will provide enhanced features which will make annotating electronic copies of papers much easier.

Questions

3.4.4 Members are asked to provide answers and feedback on the following:

- **Should Members have to opt in to receiving papers, making the default position that hard copies will not be provided?**
- **What additional support might Members need if they were to opt out of receiving hard copy papers?**

3.5 Mentoring

- 3.5.1 Feedback from some new members has indicated that the availability of a mentoring scheme would have been helpful to them when first elected as a councillor.
- 3.5.2 We are aware other councils do this and the way in which it typically works is that it is a political party initiative rather than being Council led, with Group Leaders nominating Members within their groups to mentor new members. The LGA do have a mentoring scheme and a LGA handbook on Councillor Mentoring is also available. More informal schemes can also be arranged and training on being a mentor can be sourced.

3.5.3 Questions

Members are asked to provide answers and feedback on the following:

- **Would the creation of a mentoring scheme for new Members be a good way of supporting new members?**

3.6 Role Descriptions

3.6.1 It is proposed that Role Descriptions be developed in order to assist members who are appointed to roles with special responsibilities and also to ensure that other members are aware of the remit, scope and jurisdiction of these roles.

3.6.2 We currently have role descriptions for Scrutiny Chairman and Chair of Scrutiny Commission other role profiles that may be developed might include:

- Chairman of Audit and Risk
- Chairman of Planning and Licensing
- Cabinet Member
- Chairman of the Council

3.6.3 Questions

Members are asked to provide answers and feedback on the following:

- **Would it be useful to have role profiles for key Councillor Roles?**
- **If so which roles should have a profile?**

3.7 Members Handbook

3.7.1 Historically a folder has been issued to members in paper format with operational information such as relevant telephone numbers, floor plans, training information and Directorate Structure Charts. It is proposed that the Member Handbook be created in electronic format kept on a platform which is easily accessible. This will enable the handbook to be updated regularly to ensure that information remains current.

3.7.2 Members could be provided with a hard copy Induction Booklet. This would include the Induction Training Programme and a summary of key information

which may be required in the first few days/weeks following the election.

Questions

3.7.3 Members are asked to provide answers and feedback on the following:

- **With reference to the proposed contents list for the handbook (Appendix B) should any additional information be included?**
- **Do Members envisage any problems with the provision of the Members Handbook in electronic format?**
- **Would it be useful to provide a hard copy induction booklet to guide members through their first few weeks?**

4 MEMBER DEVELOPMENT PLAN 2019 - 2023

4.1 External Training Providers - Ad-Hoc Events

4.1.1 There are currently a range of external training providers which provide a variety of training mediums including East Midlands Councils, The Centre for Public Scrutiny, Institute of Local Government Studies, Local Government Association and other specialist training providers.

4.1.2 Historically Members have received notification of training from these organisations by email and any requests to attend would come to Governance. It has been normal practice to obtain Group Leader approval where relevant. Governance then make all arrangements for booking on the course and any travel arrangements and will forward confirmation to the Member. Fees are paid from the Member Training Budget.

4.1.3 Where role specific training is available, this will be brought to the attention of members through the relevant officer - the Statutory Scrutiny Officer for example will be aware of current training/events being offered by the Centre for Public Scrutiny and would bring these to the attention of Scrutiny Commission.

Questions

4.1.4 Members are asked to provide answers and feedback on the following:

- **Do Members currently receive enough information about external training?**
- **Could the procedure for booking on external training courses be improved?**

4.2 Ongoing Training

4.2.1 It is proposed that all committees receive regular training and updates in the form of training and briefings held in short (no longer than one hour) training sessions held before meetings. This method of training and continuous development is already currently used for the Audit and Risk Committee.

4.2.2 The Chair of the Committee would decide on a programme of training sessions in

consultation with their members and the lead officer at the start of each Municipal Year. Some flexibility would be built into these programme to allow for any additional training which arises out of policy changes or particular focus areas arising from local circumstances.

4.2.3 Following the concentrated Member development that is built into the induction programme, there will also be an ongoing training development plan which will include a range of training mediums and providers. Such ongoing training may include for example:

- Planning and Licensing Training and Briefings
- Planning Policy Briefings
- Scrutiny Training
- Councillor Skills Training (e.g. Reading Reports, Effective Challenge, Personal Resilience etc...)
- Code of Conduct Training and Briefings
- Briefings in relation to reports coming forward on the Forward Plan

Questions

- **Following the induction what types of ongoing training would be beneficial?**
- **Do Members feel that short training session before committee meetings (as described above) would be useful?**

4.3 Member Development Group

4.3.1 The creation of a Member Development Working Group would enable the Member Development Plan was reviewed regularly in order that it adapts to the needs of Members in line with emerging developments in policy and practice. This could be a newly constituted group or could become part of the scope of the existing Constitution Review Working Group.

4.3.2 The group would look at both external training providers and in-house provision in order to manage the Members Training Budget to provide the best possible training offer in line with the requirements of members.

Questions

4.3.3 **Members are asked to provide answers and feedback on the following:**

- **Do Members feel it would be beneficial to have a Members Development Group?**
- **Would this be better as a function of the Constitution Review Working Group or would it be more appropriate to form a separate Group?**

5 **CONSULTATION**

- 5.1 Proposals have been drafted to reflect feedback that has been provided by Members following their induction.
- 5.2 It is the intention that this paper be circulated to all Members in order that all Members are provided with the time and opportunity to consider the proposals and provide feedback.

6 ALTERNATIVE OPTIONS

- 6.1 The purpose of this report is to obtain feedback on proposed methods of delivering the Member Induction and Development Programme. It may be necessary to consider alternative options following feedback from Members.

7 FINANCIAL IMPLICATIONS

- 7.1 All costs in relation to Member Development and Induction would be paid for out of the Member Development Budget which is currently £5000.

8 LEGAL AND GOVERNANCE CONSIDERATIONS

- 8.1 Members have a key role in strategic decision making and it is essential that they have the skills and expertise to support them in their role.
- 8.2 Members must be made aware of their statutory duties and obligations in relation to the role of County Councillor.
- 8.3 It is vital that changes in law and policy, as well as changes in local circumstances are communicated to Members in a clear, and timely manner in order to facilitate the ability of members to carry out their duties and serve their communities in an appropriate and effective way.

9 DATA PROTECTION IMPLICATIONS

- 9.1 A Data Protection Impact Assessments (DPIA) has not been completed because there are no risks/issues to the rights and freedoms of natural persons.

10 EQUALITY IMPACT ASSESSMENT

- 10.1 An Equality Impact Assessment (EqIA) has not been completed because there are no service, policy or organisational changes being proposed.

11 COMMUNITY SAFETY IMPLICATIONS

- 11.1 There are no community safety implications.

12 HEALTH AND WELLBEING IMPLICATIONS

- 12.1 There are no health and wellbeing implications.

13 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 13.1 Members feedback will be important in ensuring that the induction and ongoing development plan is fit for purpose and meets the requirements of Members.

14 BACKGROUND PAPERS

14.1 None

15 APPENDICES

15.1 Appendix A - Table of Member Induction Training

15.2 Appendix B - Handbook Contents List

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

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	ROLE	TRAINING/EVENT	MANDATORY YES/NO
WEEK 1 & 2	Councillor	Welcome to the Council	Yes
	Councillor	IT - Provision of equipment and training	Yes
	Councillor	Introduction to decision making	Yes
	Councillor	What happens at a Full Council Meeting	Yes
	Councillor	Code of Conduct and Member Protocols	Yes
	Councillor	Planning Policy Training	Yes
WEEK 3 & 4	Councillor	Data Protection/GDPR	Yes
	Members of Planning and Licensing Committee	Planning and Licensing Committee Training	Yes
	Appointed Chairmen	Being an Effective Chairman	Yes
	Councillor	Parish Council Essentials – A Session for Principal Authority Councillors (LRALC)	No
WEEK 5 & 6	Councillors	Safeguarding Children	No
	Councillors	Vulnerable Adults and Public Health	No
	Members of Scrutiny Committees	Introduction to Scrutiny	Yes
	Councillors	Communications and Media Training	Yes

	ROLE	TRAINING/EVENT	MANDATORY YES/NO
WEEK 7 & 8	Members of Audit & Risk Committee	Audit & Risk Training	Yes
	Members of Employment and Appeals	Employment and Appeals Training	Yes
	Councillors	Introduction to Local Government Finance	No
WEEK 9 ONWARDS	Councillors	New Role as a Councillor Regional Event	No
	Councillors	Equality & Diversity	Yes
	Councillors	Being an Effective Ward Councillor	No
	Councillors	Public Speaking	No
	Councillors	Advance Finance Scrutiny	No
	Councillors	Commissioning Skills	No
	Councillors	Scrutiny	No
	Councillors	Strengthening and Sustaining Personal Resilience	No
	Councillors	Speed Reading	No
	Councillors	Licensing	No



CONTENTS (Proposed)

Senior Management Team Chart / Strategic Aims & Objectives
Contact numbers for Officers / Support
Member Support Services
Important Links (Forward Plan, Constitution, Meetings Calendar etc..)
Programme of Meetings
Map of Building and Car Park Map
Councillors - Pictures
Council Structure - Committees information
Induction information
LGA Councillor Guide
Local Government Finance - Guidance
Members Scheme of Allowances/Expenses
Ward Map
Ward Councillor Frequently Asked Questions
Compliments, Comments and Complaints Policy and Procedure
Training – EMC Councillor Development Programme
RCC Guide to Scrutiny

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GROWTH, INFRASTRUCTURE AND RESOURCES SCRUTINY

14 February 2019

STRATEGIC RISK REGISTER – RECRUITMENT AND RETENTION

Report of the Strategic Director for Resources

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Oliver Hemsley, Leader and Portfolio Holder for Rutland One Public Estate and Growth, Tourism and Economic Development, Resources (other than Finance and Communications)	
Contact Officer(s):	Saverio Della Rocca, Strategic Director Resources	01572 758159 sdrocca@rutland.gov.uk
	Carol Snell, Head of Human Resources	01572 720969 csnell@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That the Committee note the controls and actions in place to enable the Council to recruit and retain skilled staff and therefore maintain effective service delivery.

1 PURPOSE OF THE REPORT

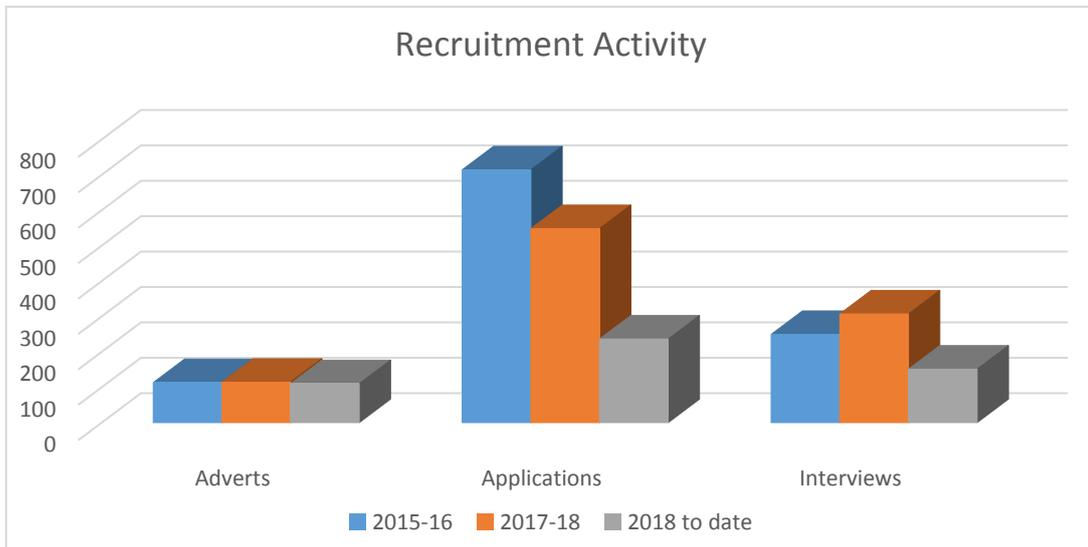
- 1.1 The Audit and Risk Committee reviewed the Strategic Risk Register which includes the following risk: 'Failure to recruit and retain sufficient skilled staff to ensure safe and effective service delivery'. The Committee suggested that this area may be of interest to Scrutiny and it was subsequently included on the Forward Plan.
- 1.2 The paper advises the Committee of the Council's approach to recruitment and retention to ensure we effectively manage any risks in vacancy management.

2 OVERALL POSITION

- 2.1 As noted above, the Council's Strategic Risk Register outlines a risk of 'Failure to recruit and retain sufficient skilled staff to ensure safe and effective service

delivery'. This is supported by a range of controls and actions which are reflected in a Recruitment Strategy and supported by a temporary resource within HR.

2.2 Our level of recruitment activity is fairly static in terms of numbers of posts, but the level of response through application forms and interview stage is variable – certainly the volume of applications has reduced. The graph below shows that recruitment is in the range of 110 to 130 adverts per year; we receive between 550 and 750 applications and arrange 250-350 interviews per year.



2.3 Over time, our success rate in recruiting first time out to advert is in the region of 80%. Further advertising has therefore been necessary and this has primarily been in roles such as Senior Management roles and Social Care (2016-17) and more recently Community Support and technical/specialist roles where the candidate supply is low.

2.4 Our cost of advertising in 2017-18 was £53,100 – representing c. £425 per hire. By way of comparison, the CIPD Recruitment and Talent Planning Survey gives an average cost per hire of £1,000 in the public sector. For Rutland, this is therefore a relatively low cost and in part represents our success in achieving bulk purchasing of media through job boards and job sites. Most posts were filled following digital and on-line campaigns.

2.5 We have further work to do in improving our time to recruit, current performance being:

- 2017-18 - 11.3 weeks
- 2018 Q1 - 9.3 weeks
- 2018 Q2 - 11.5 weeks
- 2018 Q3 - 10.4 weeks

2.6 The Council is not unusual to other authorities in that we experience recruitment difficulties in some roles/professions. Nearly 74% of respondents to the Local Government Workforce Survey reported recruitment and retention difficulties. Similarly, a CIPD survey reported 56% of respondents as experiencing an increase in hard to fill roles, and the public sector reported difficulties in recruiting to 62% of all vacancies. Our response and approach is to research successful approaches elsewhere but then to apply our local perspective.

2.7 Our turnover over the past 3 years has been

2015-16	15.9%
2016-17	18.2%
2017-18	14%
2018-19 (predicted)	13.4%

NB 2016-17 figures include a number of casual contracts that were completed in this period (particularly tutors) – the adjusted figure for turnover would therefore be 14.3%

2.8 In general our turnover figures have been higher than average but are moving towards the average position. Comparator data from the Local Government Workforce Survey is not yet available for 2017-18 but for 2016-17, the median average turnover reported by Councils was 13.4%.

2.9 Our turnover levels has meant that in the past we have had heavy reliance on agency and interims to cover posts we could not recruit to – in 2015-16 this was £2.3m – in 2017-18 this reduced to £995,700 – in 2018-19 this is predicted to be £1.2m. These figures do not show the savings made from vacancies but do include costs associated with supporting the MICare Project in Community Support, Winter Pressures in Adult Social Care and a Surveyor resource for OEP. As Members will be aware the Council has a record of delivering within budget so whilst the level of interim spend may look high, it has been largely contained within budgets as a result of vacancy management and alternative ways of working.

3 RECRUITMENT STRATEGY

3.1 Actions taken to address challenges

Specific campaigns - Social workers

3.1.1 From 2015 we were certainly experiencing difficulties in recruiting to Social Workers – this has been part of a national picture for some time. Our turnover was high as the pull from other regional authorities was increasing – demand was high, supply was low; staff were attracted to larger social worker teams with more middle and senior management roles therefore offering greater career potential. Consequently our usage of agency workers increased in terms of numbers and cost.

3.1.2 Our response was to develop a specific programme and campaign, this comprised:

- A review of the Social Worker Career Grade and creation of a Senior Social Worker designation at Level 3
- Creation of lead roles - Service Manager and Practice Development Lead
- Introduction of Market Supplements to enable our pay offer to be more comparable in the region

- Design and delivery of a creative and innovative marketing and attraction campaign comprising a bespoke brand of ‘Get Closer’. This includes a microsite (video content by Dr Tim O’Neill) and was led by a social media/digital search campaign. The dedicated ‘site’ tells the compelling story of Rutland and enables us to set our-self aside from the next. We were making job offers within 2 weeks of going live. We also received a nomination for a national award for this campaign.

To illustrate the success, we moved from 12 unfilled social worker vacancies in June 2016 to 4 in January 2017. We are currently recruiting to 1 Social Worker/Care Manager role in Adult Social Care and have one vacancy in Children’s Social Care for an Independent Reviewing Officer. The reliance on Agency workers has also substantially reduced with currently some additional roles in Adult Social care to enable our management of winter pressures.

Senior Officer pay and grading structure

- 3.1.3 Pre 2016 we were struggling to attract posts to leadership roles and our salaries for Directors, Service Managers and Heads of Service were not comparable. Attempts to recruit to key Heads of Service roles in the People Directorate were not successful first time of going to market.
- 3.1.4 We therefore reviewed our Senior officer pay and grading structure in 2016 and implemented a new pay model for Heads of Service, Directors and the Chief Executive post. Since 2016, we have successfully recruited to the following roles
- Head of Legal and Corporate Governance
 - Deputy Director Resources (Monitoring officer)
 - Strategic Director Resources (internal)
 - Strategic Director People (internal)
 - Deputy Director Places
 - Head of Childrens Social Care (internal).

Alternative ways of working

- 3.1.5 There have been a number of areas where recruitment difficulties for specialist posts have contributed to consideration of alternative approaches to service delivery. One example of this is the delegation of the provision of the Council’s IT financial system and support to Herefordshire Council. The Council realised quickly that trying to recruit its own IT specialist would not only prove costly but not provide any resilience. Delegating the service to a bigger Council with a team of IT and payroll specialists has solved the issue.
- 3.1.6 There are numerous other examples – including Internal Audit, Health and Safety, Emergency Planning – where the same principle applies.

Attraction and marketing - ongoing interventions

- 3.1.7 Our approach to attraction and marketing is certainly changing, moving from

reliance on free advertising options to identification of more 'interest generating' media. We know from research, that reaching out to passive job seekers is the challenge – job seekers are no longer reliant on seeing jobs advertised, particularly in hard copy media eg. trade press, professional publications.

3.1.8 Further current interventions include:

- Planning Policy – we will be targeting a digital and social media campaign, including professional networks, as well as defining the key Rutland attraction so this message can be filtered through the job postings
- Community Support – design of a promotion campaign to attract individuals into this front line service. This will include materials and posters, images and messages from the current workforce, website, social media and local media including a radio advert.

Other actions

3.1.9 Alongside the above examples, we have implemented various other measures as part of our ongoing recruitment strategy:

- Implemented a Market Supplement Protocol, particularly in Social Care but also applied in other areas, to ensure our salaries are comparable in the market.
- Partnered with leading search consultants to attract high calibre candidates to senior roles. This has been helpful in respect of senior management recruitment.
- Built a portfolio of digital marketing and search approaches, recruitment sites and job boards - easy and quick access. Eg. Linked In, Twitter, Facebook.
- Negotiated discounts for bulk purchase for job board advertising – such as JobsGoPublic, Total Jobs.
- Very recently, we have implemented an Applicant Tracking System to replace our previous manual, lengthy, recruitment processes (see Appendix B).

3.2 Future Plans

3.2.1 Section 3.1 reflects specific actions taken to date and how our approach has evolved. We have also taken a broader look at our overall approach to recruitment and have further plans to develop a Recruitment Strategy that places Rutland in a stronger position in the recruitment market to ensure we can attract the talent we need in a timely and cost effective way.

3.2.2 The key objectives are to:

- i) Develop a recruitment culture that places the highest priority on drawing talent into the organisation. This requires acknowledgement, acceptance and investment in getting the right person.

- ii) Define and develop an employer brand as a key part of our attraction strategy.

3.3 Key components of our strategy are outlined in Appendix A and as presented. Further work streams to be developed over the next six months include:

- Assessment tools and techniques – to ensure we are actively assessing against needs of the role in terms of knowledge, skills and ability as well as values and culture. Also a process that enables us to spot talent and potential that will add value to the organisation.
- Onboarding – how we fully support a new employee to become integrated into the organisation. The process of engagement with Rutland starts pre-first day and should build on the good experience at the selection stage, through their initial induction and their ongoing employment with Rutland.
- Talent Pools – our new Applicant Tracking System will enable us to maintain an ongoing relationship with potential candidates for subsequent vacancies with the Council. In addition, we are exploring relationships with colleges, schools, Job Centres and the Armed Forces to create a pipeline and source of candidates that we can access at the earliest stage of a recruitment assignment. Our Apprenticeship programme is also a key component and we are progressing relationships with Universities, Schools and Colleges to explore intern programmes and entry level opportunities.
- Recruitment brand - Our website does not reflect the culture and values of our organisation in a welcoming and enticing way. We do not depict an employer brand for recruitment purposes. Research tells us that ‘values’ is top of the list that organisations believe are important to attracting candidates. Individuals have told us they want to be able to find out more about Rutland, the role and what we have to offer. We have partnered with an organisation to work with us to develop our recruitment employer branding and creation of a bespoke recruitment microsite.

4 EMPLOYEE RETENTION

4.1 The Council’s headcount has stabilised over the past 3 years at an average of 465 staff. Paragraph 2.7 highlights our turnover since 2015.

4.2 More specific analysis of our turnover is showing that in 2017-18 there was a relatively high proportion of leavers within the first year. Our analysis of exit interviews (all) in 2017-18 told us:

- 42% of leavers moved to the private sector – this is an increase from 24% in 2016-17.
- 88% felt they had received a good induction; 94% felt they had sufficient training.
- Level of satisfaction in communication across the Council had increased although had dropped in communication within the team.

- The majority feel their workload is manageable and have a good worklife balance.
- Similarly, the majority of feedback responses felt RCC has a good reputation as an employer, would recommend Rutland to others, and would return to us.

4.3 The HR team are currently reviewing and developing a rebranded Onboarding model with a focus on – pre-employment, initial induction and ongoing development and learning of the role, team and organisation. An improvement in the on-boarding experience should have a positive impact – both on turnover and employees’ experience of working with Rutland. Further actions we will be taking include:

- HR to maintain ongoing engagement with new joiners to assess progress and respond to any emerging concerns.
- Target exit interviews for employees leaving within the first year to drill down into reasons and issues.
- Research the value of employee benefits ie. what do staff value? How does Rutland compare to other employers? How can we improve our employer offering?
- Explore where we can enhance career grades and career pathways including Apprenticeships, Secondments.
- Redesign our leadership and management development programmes to ensure they are accessible and enable us to develop our leaders of the future.
- Enhance the use of our e-learning platform to provide more readily available access to enhancing skills and knowledge.
- Build an employee values and engagement programme that promotes Rutland as a great place to work.

4.4 We are currently investing in some further HR expertise and resource in these areas to help us develop and drive forward these improvements by the end of this financial year.

5 CONSULTATION

5.1 Recruiting Managers and new recruits have been consulted and engaged with to develop strategy and actions.

5.2 Items in this paper do not require any formal consultation with Trade Unions.

6 ALTERNATIVE OPTIONS

6.1 The Council could take no action to enhance its strategy and approach to recruitment and retention. However, there would be risks associated with this including – increasing hard to recruit to posts, posts covered by agency staff (additional cost and lack of continuity), increased turnover through loss of

motivation and interest in the Council – consequently this would have a detrimental effect on our ability to deliver services to the Community and meet our strategic aims and objectives.

7 FINANCIAL IMPLICATIONS

- 7.1 All actions and objectives are fully assessed for financial implications and against the return on investment e.g. Improving speed of recruitment, productive employees, and employee morale. Therefore whilst some items may require some initial investment, the benefits achieved are aligned to continuity of high quality services.

8 LEGAL AND GOVERNANCE CONSIDERATIONS

- 8.1 There are no further legal nor governance considerations in this paper. All actions and decisions will be taken with full regard to all Procedure rules.

9 DATA PROTECTION IMPLICATIONS

- 9.1 A Data Protection Impact Assessments (DPIA) has been completed. No adverse or other significant risks/issues were found. A copy of the DPIA can be obtained from the Report Author.

10 EQUALITY IMPACT ASSESSMENT

- 10.1 An Equality Impact Assessment (EIA) has been completed. No adverse or other significant risks/issues were found. A copy of the EIA can be obtained from the Report Author.

11 COMMUNITY SAFETY IMPLICATIONS

- 11.1 There are no Community Safety implications arising from this paper.

12 HEALTH AND WELLBEING IMPLICATIONS

- 12.1 There are no Health and Wellbeing implications arising from this paper. However, effective onboarding and retention initiatives should have a beneficial impact on employee wellbeing.

13 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 13.1 The Council is taking appropriate steps and actions to enable and enhance our ability to attract and recruit good calibre candidates in a speedy and efficient way.
- 13.2 Retention of staff not only provides continuity of service but enable us to continue to develop and grow our own talent, promote from within, and recognise employee success.

14 BACKGROUND PAPERS

- 14.1 No additional background papers.

15 APPENDICES

15.1 Appendix A – Recruitment Strategy Actions (presentation)

15.2 Appendix B – Applicant Tracking System

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

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Rutland
County Council

Growth, Infrastructure and Resources Scrutiny - Recruitment Strategy

Key areas.....



What is important to attracting candidates?

Candidates are interested in...

- ✓ Culture and Values
- ✓ What is it really like to work here
- ✓ Employer branding
- ✓ Career Development
- ✓ Pay and Benefits

They want to know if its worth investing more of their time

What does marketing look like?

- Our own website - branding
- Professional networking sites (eg. LinkedIn)
- Commercial job boards
- Expertise / networking/ partners
- Social networking sites
- Media – advertorials as well as adverts; Radio
- Poster campaigns
- Creative and bespoke campaigns

Plus

- Shorter job postings
- Shorter but clearer job profiles
- ***Not just one or two things – needs to be flexible, tailored and relevant to the role and job market***

Get Closer

We're Rutland, England's smallest county council. And we're committed and responsive in a way that many other county authorities can only dream of. Our social workers can see cases through to their conclusion and influence a broader range of services. They get closer to service users. And with a new leadership team and vision, we're poised for even bigger and better things in the future. A role in one of our Social Care teams is an opportunity to make a huge impact – both on Rutland, and on your own career. It's a chance to get closer to the things that really matter. Take a look at the video below – see what our staff have to say about 'Getting Closer' in Rutland and scroll down to our current vacancies.

Councillor Oliver Hemsley

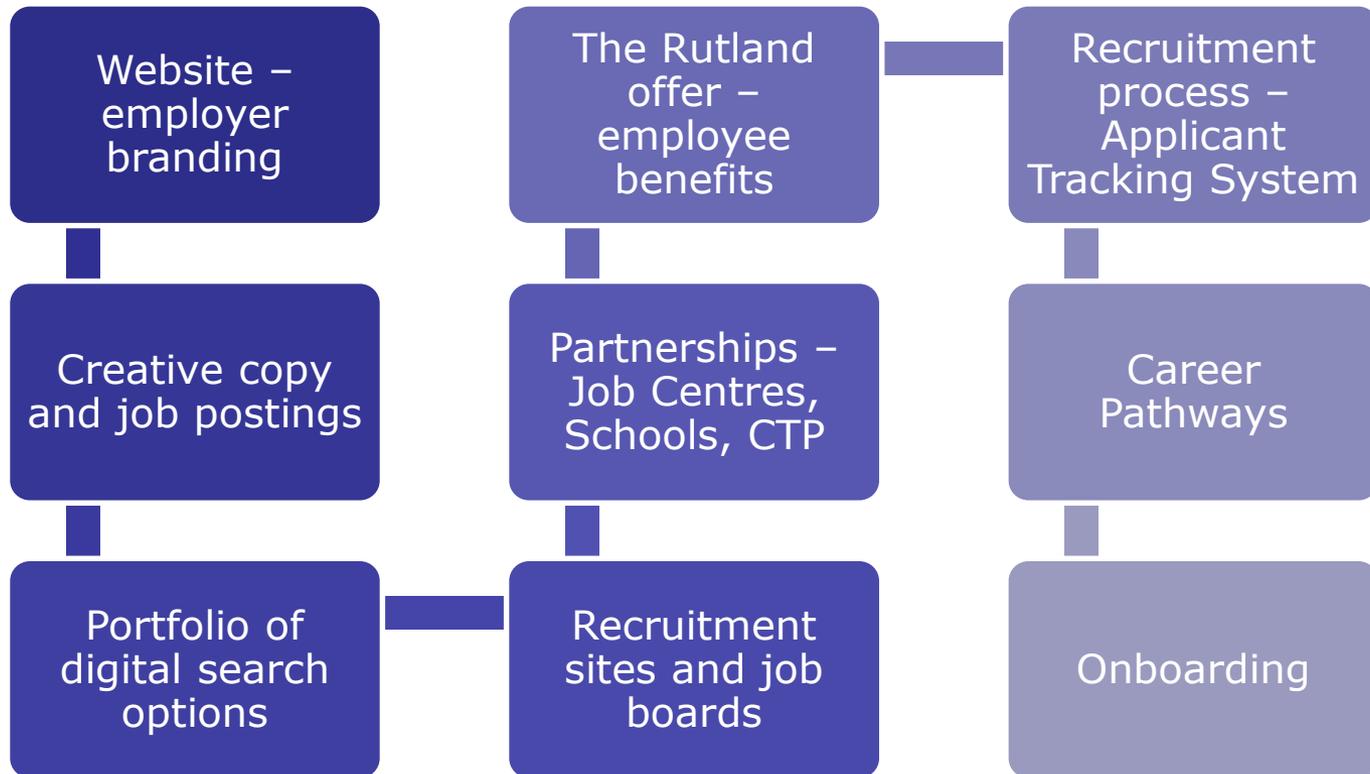
Leader of the Council

33



Our Road Map

34



Appendix B – Applicant Tracking System (ATS)

An Applicant Tracking System provides a great improvement of experience for the recruiting manager and candidate and is more in line with candidates' expectations when engaging with a prospective employer.

Key benefits



Professional and speedy way of engaging with the Council - no word forms
Apply on-line; save applications
Self select interview appointments
Email updates and progress of their application



All recruitment activity in one place - desktop dashboard to show progress
Immediate access to candidate data - no emails, word documents or shared folders
Shortlist on-line - application and shortlist form side by side
Select shortlisted candidate - generates interview slots for candidates



Electronic handling of the process - no paper flow, no need to enter details into spreadsheets
Reporting and monitoring tools - candidate tracking, media advertising - response levels
All processes are workflowed - automatic progression to next stages with prompts and reminders
System generated employment reference checks
Full suite of reports - candidate response levels against media, time taken to recruit, equality and diversity.

When employers deliver a positive experience

- ***Top candidates are more likely to choose us***
- ***New and current employees are more likely to recommend us***

Our Employer brand gets stronger.

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