

# Recruitment & Retention Update Overview & Scrutiny

6<sup>th</sup> February 2024

Agenda Item



# Background

- New HR team created November 2022, including the Council's first ever HR & OD Assistant Director & introduced new Head of HR & OD
- Established strong relationships with Corporate Leadership Team and Extended Corporate Leadership Team
- The introduction of dedicated resourcing team has resulted in improved value for money, a more professional approach and skill shortages resolved
- Workforce Programme which is in place to review all elements of HR & OD



# Staff Turnover



17

Period	Actual	Target	RAG	DoT
Q1 23/24	13.2%	10%	Amber	Worse
Q2 23/24	12.7%	10%	Amber	Better
Q3 23/24	12.55%	10%	Amber	Better
Q4 23/24		10%		
Year End				

The turnover levels are stable, there are a few initiatives that are planned for the coming year to ensure we retain talent:

- Inclusive Employment Project
- Health & Well Being Offer
- Policy Review
- Learning & Development
- Succession Planning





# Recruitment



## Highlight Achievements

- ✓ New recruitment process
- ✓ Improved application method
- ✓ Increased average application levels
- ✓ Reduced average time to hire
- ✓ Savings on recruitment agencies
- ✓ Wider advertising
- ✓ Reduced existing advertising costs

19



# Improvements

## Self-service recruitment in 2022

- Job Advertisements - 465
- Number of applications - 2,376
- Average of 5 applications per job advert
- Average time to hire (advert go live to APF submitted) - 64 working days

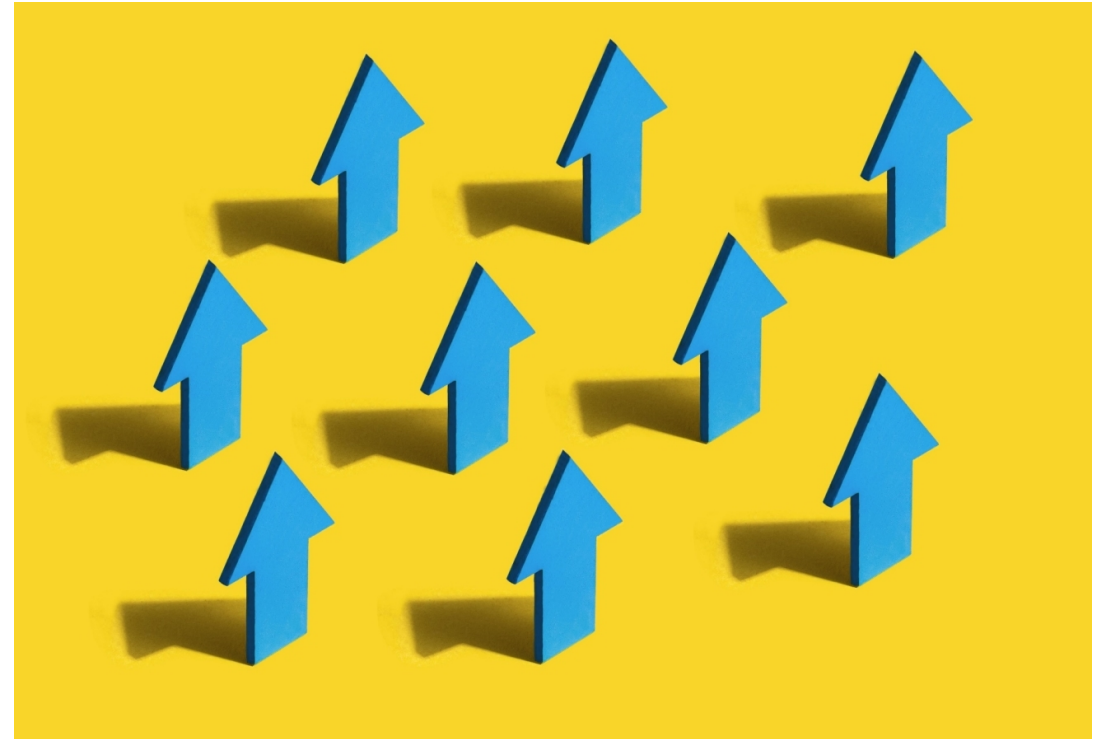
## Resourcing Team in 2023

- Job Advertisements - 361
- Number of applications - 3,213
- Average of 9 applications per job advert
- Average time to hire (advert go live to APF submitted) - 41 working days



## Results

- ✓ Increased average application per advert by 45%
- ✓ Reduced average time to hire by 36%
- <sup>2</sup>✓ Increase in appointing on first time advertising by 26%
- ✓ Reduced number of adverts
- ✓ Saved £129,000 on recruitment agency spend



## How have we delivered these achievements?

- New structured recruitment process & targeted advertising
- Working closely with hiring managers
- Partnering with apprenticeships and interim recruitment
- Monitoring adverts and application levels to understand ROI
- New application process including CV upload
- Improved candidate engagement
- New Microsite for Senior recruitment

22

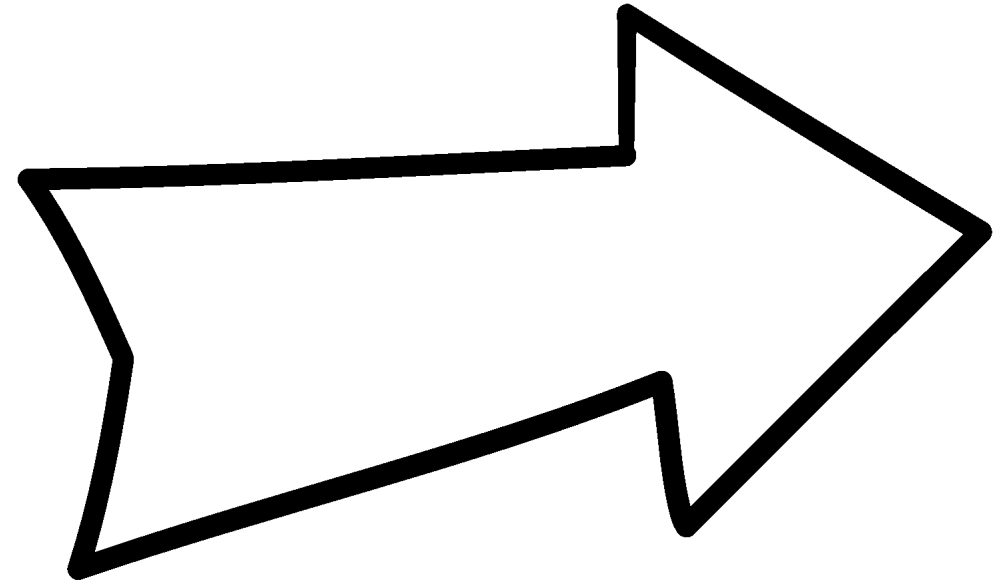




### More improvements to be made

- Recruitment process
- User guides
- Shortlisting
- Interviewing
- Marketing
- More savings
- One team

23



# Key Recruitment Successes Delivered In 23/24

- Permanent Director of Place & Growth recruited
- New Assistant Director Education & SEND
- New Exec Director of Childrens, Adults and Health created and appointed
- New Wokingham Director Public Health post created and recruited
- Permanent Director of Children Services post recruited to
- Head of Education, Access & Sufficiency recruited
- IT Infrastructure Manager recruited
- Head of Housing recruited (66 applications)
- Climate Emergency Service Manager recruited
- 9 ASC Social Care vacancies recruited (87 applications)

24





# Retention



# Retention Projects

## Inclusive Employment Project:

- Apprenticeships
- Work Experience
- T-Levels
- Internships
- Graduate Academy

## Policy Review:

- Absence Management Policy
- Modern Workforce
- Health & Wellbeing Policy
- Corporate Social Responsibility

## Learning & Development:

- Leadership Programme
- Professional Development
- Career Development

## Health & Wellbeing Offer:

- Employee Assistance Programme
- Mental Health First Aiders
- Occupational Health



# Apprenticeship Routes within the Council

27

**Traditional Route** –  
recruiting new  
apprentices into  
apprenticeship roles.

**Professional  
Development Route** –  
utilising the  
apprenticeship levy to  
upskill existing staff.



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